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ABSTRACT

This report contains seven articles on current issues in higher education and a separate faculty salary report for 1999-2000. Articles on the "Status of the Profession" are: (1) "Faculty Salaries, 1999-2000" (Suzanne B. Clery and John B. Lee); (2) "Unions and Faculty Governance" (Christine Maitland and Gary Rhoades); (3) "Higher Education Collective Bargaining and the Law" (Gregory M. Saltzman); (4) "Workload and Tenure Policies in an Era of Organizational Change" (Henry Lee Allen); (5) "Higher Education Finance in the Nineties: Lessons for the New Millennium" (William Zumeta); (6) "Faculty Benefits and Retirement: "Save Young, Live Long, and Prosper" (William Dale Crist); and (7) "Higher Education Support Personnel: Worklife Issues" (Linda K. Johnsrud). The institutional faculty salary report provides data for 3,176 institutions. Data, which are organized by state, institutional type, and control, are based on data from the 1999-2000 Integrated Postsecondary Education Data System. Each chapter contains references. (Contains 38 tables and 24 figures.) (SLD)

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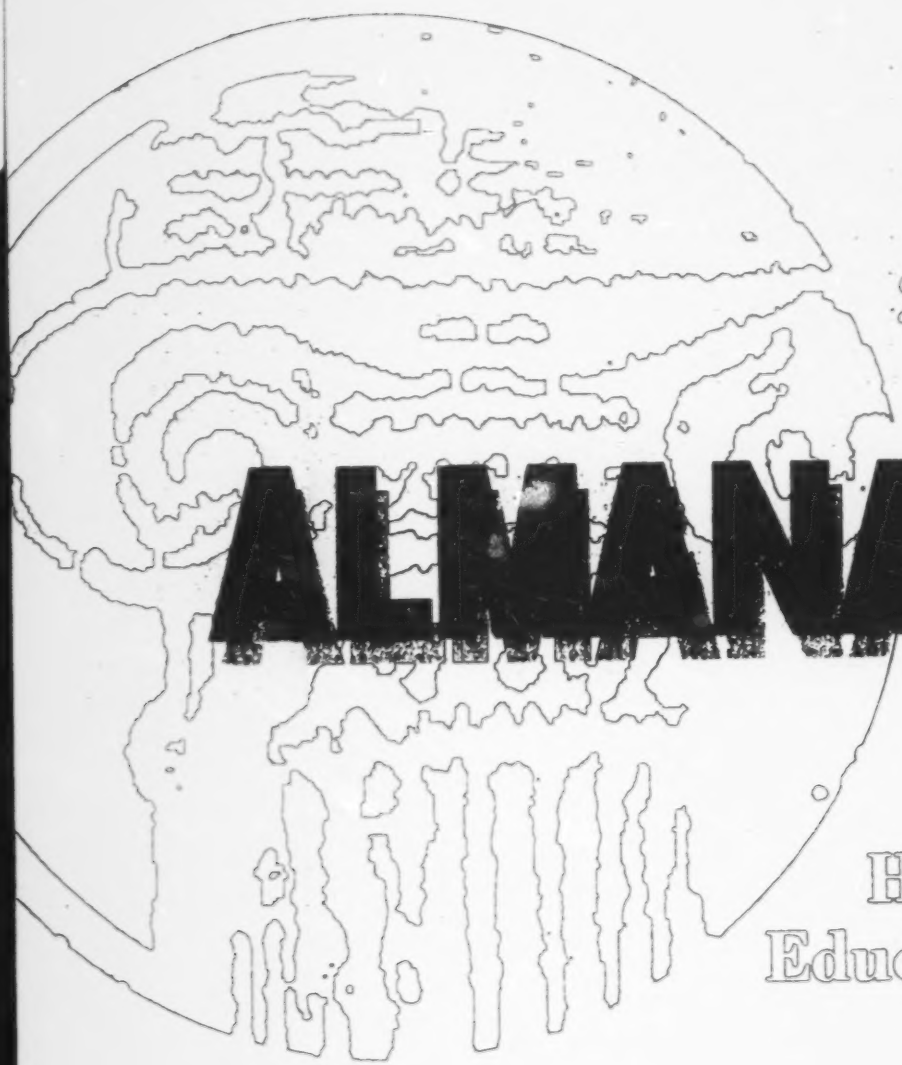

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ALMANAC

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Overview

by Harold S. Wechsler

Harold S. Wechsler *is a professor of education at the Margaret S. Warner Graduate School of Education and Human Development, University of Rochester. A former editor of NEA higher education publications, Wechsler writes on the history of minority access to college, efforts to reduce racial and ethnic prejudice on college campuses, ethnic studies, and education for business and for teaching. He is writing a history of efforts by the National Conference of Christians and Jews to combat campus prejudice.*

Wechsler's upcoming publications include: "Eastern Standard Time: High School-College Collaboration and Admission to College," in A Faithful Mirror: Reflections on the College Board and Education in America, *an anthology of essays commemorating the centennial of the College Board; and a study of middle colleges—high schools for at-risk students, located on community college campuses, to be published by Teachers College Press.*

How fare faculty and faculty unions? The past year produced National Labor Relations Board rulings that eroded the *Yeshiva* Supreme Court decision at some independent colleges and universities. In October 2000, the NLRB also ruled that 1,700 New York University teaching assistants were employees covered by the National Labor Relations Act with a protected right to organize—the first NLRB ruling to permit TA unionization at an independent university.

In "Higher Education Collective Bargaining and the Law," Gregory M. Saltzman recounts the events leading to these NLRB decisions and discusses their implications for future organizing. Saltzman also notes key legal developments affecting faculty and staff unions, including privatization and bargaining rights, definition of the bargaining unit, duty to bargain and of fair representation, and enforceability of collective bargaining agreements.

Faculty salaries also scored positive gains. The $56,022 average faculty salary in 1999–2000 represents a 3.2 percent increase over 1998–1999, report Suzanne B. Clery and John B. Lee in "Faculty Salaries, 1999–2000." Mississippi and South Dakota faculty members received the largest increases for two- and four-year public colleges, respectively. Engineering and public health faculty earned the highest salaries at public and independent institutions, respectively. Unionized colleges showed a $2,667 salary differential over colleges without collective bargaining.

Can unions coexist with traditional faculty governance mechanisms, such as faculty senates? Yes, say Christine Maitland and Gary Rhoades, in "Unions and Faculty Governance." But more important, unions and senates can provide mutual support. Contractual provisions for faculty appointments, salary evaluations, and for participation in governance, Maitland and Rhoades conclude, "can well serve and strengthen the faculty role in many levels of decision-making."

State higher education funding scored a 6.5 percent gain in FY 2000, reports William Zumeta in "Higher Education Finance in the Nineties: Lessons for the New Millennium." This gain exceeded the increases for corrections and for Medicaid and outpaced the

5.3 percent overall increase in general fund appropriations, though it represented a 1 percent decline from FY 1999.

But not all the news is good. The attack on tenure continues, Henry Lee Allen notes in "Workload and Tenure Policies in an Era of Organizational Change." Allen analyzes the workload and tenure provisions governing faculty at a stratified sample of 241 four-year colleges and universities. Organizational conditions, he finds, affect the way workload and tenure are negotiated within an institution. Heeding Allen's call for a sophisticated understanding of the institutional context for policymaking could result in identifying colleges and universities where administrators are most likely to attack or support tenure.

This year, William Dale Crist joins the roster of *NEA Almanac* authors. Crist, professor of economics at California State University and president of CalPERS, the nation's largest public employee retirement program, was a charter member of the *Thought & Action* Review Panel and, later, author of "Early and Phased Academic Employee Retirement Plans," which appeared in that journal in 1989. Bill will write on issues related to faculty and staff benefits and retirement, a task ably handled by Jay L. Chronister since 1994.

Readers should carefully consider Crist's call for unions to bargain for long-term care insurance and for faculty and staff to contemplate the purchase of this insurance when offered. "We are living longer, but a longer life may not be enjoyable," he notes. "Unions must excite faculty and staff to acquire more knowledge and dedication than competing forces, and to band together to advocate for their common interest."

"Higher Education Support Personnel: Worklife Issues," by Linda K. Johnsrud, details the results of a comprehensive NEA survey of job satisfaction among support staff in clerical, technical/paraprofessional, service maintenance, and skill crafts positions. Wages that did not reflect changes in the job, chances for promotion, and downsizing, the survey found, were the sources of greatest dissatisfaction among support staff.

Thanks to Scott Morgan, a doctoral candidate in the higher education program, Warner School of Education and Human Development, University of Rochester, for his research assistance; to Hallie Logan Shell and Alice Trued for typesetting the *Almanac*; to Con Lehane for his project oversight; and to Ann Marie Bohan for supervising production. Thanks also to Ron Henderson of NEA's Office of Research and to Christine Maitland and Rachel Hendrickson of NEA's Office of Higher Education for their editorial advice and support.

A special thanks to Sam Pizzigati, who leaves NEA after a successful tenure as director of NEA publications. Sam nurtured the trio of higher education publications—*The NEA Almanac of Higher Education, Thought & Action: The NEA Higher Education Journal,* and *The NEA Higher Education Advocate*—from their birth through their present status as key voices for faculty and staff in American higher education. He fostered editorial excellence in all NEA publications and embodied a personal and professional commitment to NEA's progressive principles. We will work doubly hard to ensure that future *Almanacs* live up to his high standards.

Part I

Status of the Profession

Faculty Salaries 1999–2000

by Suzanne B. Clery and John B. Lee

Suzanne B. Clery *is a senior research associate at JBL Associates, Inc., a Bethesda, Maryland consulting firm specializing in postsecondary education policy issues. Clery, who has worked extensively with higher education data and issues for ten years, has completed statistical analyses and reports for the National Education Association, the U.S. Department of Education, the Massachusetts State College Association, the Washington State Higher Education Coordinating Board, and the American Association of State Colleges and Universities.*

John B. Lee *is the president of JBL Associates, Inc. His doctorate is in higher education from the University of California, Berkeley. Lee started his career as an instructor at Laney Community College in Oakland, California, where he served as academic senate president and president of the faculty union. He subsequently worked for Stanford Research International (SRI), the Education Commission of the States, the Education and Labor Committee of the U.S. House of Representatives, and Abt Associates. Lee specializes in student aid policy and higher education government and finance issues.*

The national average salary for faculty members on 9/10 month contracts was $56,022 in 1999–2000, up 3.2 percent since 1998–1999. For the second year in a row, faculty purchasing power remained above the 1972–73 peak ($54,772 in constant 1999–2000 dollars). Average salaries increased 3.1 percent in public institutions and 3.3 percent in independent institutions between 1998–99 and 1999–2000.

The gap between the highest and lowest paid faculty ranks continued to grow. Professors earned $39,553 more than instructors in 1999–2000 ($33,397 more than instructors in 1972–73 in constant dollars).

Some additional highlights:

- California faculty members received the highest average salary, $71,259, among faculty members with 9/10 month contracts in public four-year institutions (Table 11). Alaska faculty members in public two-year institutions received the highest salaries in their sector, $61,613. Faculty members in Massachusetts received the highest average salaries in independent institutions, $71,239.
- Mississippi faculty members in public two-year institutions received the largest public sector salary increase, 6.8 percent. The largest increase in public four-year institutions: South Dakota (6.5 percent, Table 12).
- Women on 9/10 month contracts earned less than men—$10,301 less in public institutions and $12,895 less in independent institutions (Table 8).
- Faculty members at institutions with collective bargaining agreements earned $2,667 more than their colleagues at institutions without bargaining agreements, $60,061 and $57,394 respectively (Table 15).
- Engineering faculty earned the highest salaries in public institutions by academic specialty ($78,024). Faculty members in public health earned the most ($84,018) in independent institutions (Table 14).

OVERVIEW

This report of faculty salaries relied on three data sources:

- *The National Center for Education Statistics (NCES), Integrated Postsecondary Education Data System (IPEDS) Salary Survey.* NCES, a division of the U.S. Department of Education, received 1999–2000 salary data from 3,470 accredited colleges and universities as part of IPEDS, an annual statistical report on higher education. The NCES report excluded part-time faculty, faculty members paid by a religious order, and non-teaching faculty members. NEA imputed data for 138 non-reporting schools. The 1999–2000 NEA analysis also excluded 432 seminaries, religious training institutions, and for-profit colleges, leaving 3,176 institutions and 453,166 full-time faculty members.

  IPEDS data included separate reports for faculty members on 9/10 and 11/12 month contracts. Unless otherwise noted, our tables report on faculty members on 9/10 month contracts—86 percent of all full-time faculty members.

- *College and University Personnel Association (CUPA).* CUPA reported average salaries in 428 independent institutions and 322 public colleges and universities by academic specialty, and by collective bargaining status in public institutions.

- *Office of Institutional Research at Oklahoma State University (OSU) Faculty Salary Data.* OSU reported faculty salaries for 31 public land grant universities, also by academic specialty.

HISTORICAL PERSPECTIVE

Average salaries for faculty members on 9/10 month contracts, uncorrected for inflation, have increased 305 percent since 1972–73. Corrected for inflation, faculty purchasing power increased 2 percent—the second year that faculty have not lost purchasing power compared with the 1972–73 high. The average salary for faculty members in 1999–2000 was $56,022, a $1,250 constant dollar gain from the average salary in 1972–73 ($54,772, Table 1).

The constant dollar average salary for faculty members exceeds the 1972–73 level, but faculty members still experience a loss of purchasing power within the ranks. Full professors experienced a 2 percent decline in purchasing power, ($1,393 in constant dollars, Table 2). Associate and assistant professors, and faculty members with no rank lost about 5 percent in purchasing power. Instructors and lecturers took the biggest losses, 18 and 17 percent declines, respectively. Promotions and seniority partially offset the effects of inflation, so faculty members in each academic rank lost more purchasing power while the average increased. The salary gap between professors—the highest paid faculty members—and instructors—the lowest paid—increased by $6,156 over these 27 years.

1999–2000 IPEDS SALARY DATA

The average faculty member earned $56,022 in 1999–2000, a 3.2 percent increase in current dollars from 1998–1999, and a 0.3 percent increase in purchasing power after inflation since last year (Table 1). The 1998–99 average salary was $55,871 in 1999–2000 constant dollars.

INSTITUTIONAL CHARACTERISTICS

By control, independent institutions paid higher salaries than public institutions—$58,475 vs. $55,033 (Table 3). Average salaries in universities explained the disparity—the $69,616 average at independent institutions was $8,736 more than the $60,880 at publics. The difference closed by 2 percent, after growing 14 percent from 1997–98 to 1998–99. The disparity favored faculty members in public institutions in the other three sectors.

Faculty members in independent institutions showed greater salary variation among institutional types than colleagues in the public sector. The ranges: independents—from $38,217 in two-year colleges to $69,616 in universities, a $31,399 difference; publics—from $48,150 in two-year colleges to $60,880 in universities, a $12,730 difference.

About 71 percent of the faculty members on 9/10 month contracts taught in public institutions: 34 percent in universities, 15 percent in comprehensive colleges (BA+), 21 percent in community colleges (AA), and 2 percent in baccalaureate colleges (BA) (derived from Table 4).

Table 1

Average Salaries, Current and Constant 1999–2000 Dollars, and Percent Change, Full-Time Faculty on 9/10 Month Contracts, 1972–73 to 1999–2000

	Current Dollars			Constant 1999-2000 Dollars		
Academic Year	Annual Average Salary	Percent Change	Cumulative Change	Annual Average Salary	Percent Change	Cumulative Change
1972–73	$13,850			$54,772		
1975–76	16,634	20.1	20.1	50,777	–7.3	–7.3
1979–80	21,367	28.5	54.3	46,594	–8.2	–14.9
1980–81	23,302	9.1	68.2	45,539	–2.3	–16.9
1981–82	25,449	9.2	83.7	45,780	0.5	–16.4
1982–83	27,196	6.9	96.4	46,908	2.5	–14.4
1984–85	30,447	12.0	119.8	48,734	3.9	–11.0
1985–86	32,392	6.4	133.9	50,394	3.4	–8.0
1987–88	35,901	10.8	159.2	52,466	4.1	–4.2
1989–90	39,786	10.8	187.3	53,045	1.1	–3.2
1990–91	42,335	6.4	205.7	53,518	0.9	–2.3
1991–92	43,703	3.2	215.5	53,532	0.0	–2.3
1992–93	44,843	2.6	223.8	53,264	–0.5	–2.8
1993–94	46,364	3.4	234.8	53,681	0.8	–2.0
1994–95	47,974	3.5	246.4	53,997	0.6	–1.4
1995–96	49,237	2.6	255.5	53,951	–0.1	–1.5
1996–97	50,996	3.6	268.2	54,328	0.7	–0.8
1997–98	52,481	2.9	278.9	54,945	1.1	0.3
1998–99	54,303	3.5	292.1	55,871	1.7	2.0
1999–00	56,022	3.2	304.5	56,022	0.3	2.3

Source: NCES, IPEDS Salary Survey, various years

Universities also accounted for the largest share of faculty members in the independent sector (14 percent). Fifteen percent of 9/10 month faculty members taught in independent baccalaureate (BA) and comprehensive colleges (BA+) combined, independent two-year colleges employed 0.3 percent of faculty members.

CHANGES FROM 1998–99

Faculty salary increases varied by institutional type and control. Independent institutions paid more than public institutions ($58,475 vs. $55,033 in 1999–2000), and offered slightly greater salary gains, 3.3 percent vs. 3.1 percent (Table 5). The overall increase in 9/10 month faculty members' salaries was 3.2 percent since 1998–99. University faculty members—public and independent combined—received the largest increase (3.7 percent). Faculty members in comprehensive and baccalaureate institutions received 3.1 percent increases; colleagues at two-year colleges received 1.8 percent increases.

ACADEMIC RANK

Not surprisingly, academic rank and salary were related. Professors, the largest group (31 percent, derived from Table 4), earned the highest salaries ($74,465; Table 2). Associate professors, the next largest group (24 percent), earned $54,532, three-fourths the average for full professors. Assistant professors earned

Table 2

Average Salary in Constant 1999–2000 Dollars, Faculty on 9/10 Month Contracts by Rank, 1972–73 and 1999–2000, and Percent Change

Rank	1972–1973	1999–2000	Percent Change
Professor	$75,858	$74,465	-1.8%
Associate	57,627	54,532	-5.4%
Assistant	47,571	44,999	-5.4%
Instructor	42,461	34,912	-17.8%
Lecturer	46,020	38,292	-16.8%
No Rank	50,129	47,433	-5.4%
Average	54,772	56,022	2.3%

Source: NCES, IPEDS Salary Survey, various years

$44,999. Instructors, a small portion of the faculty, earned the least, $34,912. Faculty members with no rank, mostly at community colleges, earned $47,433.

CONTRACT LENGTH

Only 14 percent of all faculty members, 62,781, had 11/12 month contracts (derived from Tables 4 and 6). Public universities employed almost one-half (45 percent) of these faculty members, but only 34 percent of faculty members on 9/10 month contracts (derived from Tables 4 and 6).

Faculty members on 11/12 month contracts in public institutions earned 26 percent more than their colleagues on 9/10 month contracts (derived from Tables 3 and 7). But 11/12 month faculty members in community colleges earned only 1 percent ($522) more than colleagues on 9/10 month contracts. Faculty members on 11/12 month contracts at public baccalaureate, comprehensive, and doctoral institutions earned 33, 26, and 30 percent more, respectively, than colleagues on 9/10 month contracts.

The difference was only 3 percent at the independent doctoral institutions. Faculty members on 11/12 month contracts at two-year, baccalaureate, and comprehensive faculty earned 3, 9, and 3 percent less, respectively, than colleagues on the 9/10 month contracts.

Among faculty members on 11/12 month contracts, the salary advantage went to colleagues in public institutions, $69,132 compared with $60,510 at independents (Table 7). The reverse was true for faculty members on 9/10 month contracts, $58,475 at independents, $55,033 at publics (Table 3).

SALARY BY GENDER

Male faculty members earned more than females in 1999–2000, regardless of institutional level and control. The gender salary gap was $10,301 in public institutions and $12,895 in independents (Table 8). The wage disparity increased almost 3 percent in each sector since last year. Men also earned more at almost every rank. The exceptions: lecturers in community colleges and independent baccalaureate colleges, and professors, assistant professors, and instructors in independent two-year colleges.

Faculty salaries for women continued to suffer for several reasons. First, women were more likely to teach in the lower academic ranks. Women held 59 and 55 percent of the instructor and lecturer posts, but only 24 and 39 percent of the professor and associate positions, respectively (Table 9). The gender salary gap widened this year since salaries in the lower ranks continued to fall behind the higher ranks. Second, women were more likely to teach in two-year institutions (49 percent) and less likely to teach in universities (32 percent). Third, women were more likely to teach in lower-paying disciplines such as library science and nursing.

TENURE

Nearly two-thirds of full-time faculty members had tenure (Table 10). Tenure rates by type of institution ranged from 56 percent in independent comprehensives to 71 percent in community colleges.

SALARIES BY STATE

Alaska and California continued to lead in salaries paid to faculty members in community colleges ($61,613 and $59,670, respectively). California faculty members at public four-year colleges averaged $71,259—the only state with an average over $70,000

Table 3

Average Salaries for Faculty on 9/10 Month Contracts[1] By Institutional Type, Control, and Rank, 1999–2000

Type	Rank	Control		Average
		Public	Independent	
AA	Professor	$57,752	*$40,165	$57,662
	Associate	48,017	36,907	47,847
	Assistant	41,974	32,063	41,778
	Instructor	37,588	26,861	37,453
	Lecturer	40,826	—	40,826
	No Rank	48,063	40,586	47,936
	Average	48,150	38,217	48,003
BA	Professor	60,710	61,371	61,219
	Associate	49,505	47,038	47,605
	Assistant	42,021	38,753	39,539
	Instructor	35,273	31,404	32,625
	Lecturer	38,008	29,208	34,077
	No Rank	41,236	35,597	37,001
	Average	48,518	47,354	47,637
BA+	Professor	66,007	62,362	64,685
	Associate	52,590	49,300	51,195
	Assistant	43,062	40,628	42,059
	Instructor	33,581	33,546	33,570
	Lecturer	34,937	35,739	35,084
	No Rank	43,265	43,618	43,519
	Average	52,402	49,342	51,195
Doctoral	Professor	79,362	92,326	83,315
	Associate	57,178	61,154	58,309
	Assistant	47,486	50,996	48,498
	Instructor	33,178	39,113	34,396
	Lecturer	38,144	43,141	39,406
	No Rank	38,449	43,763	40,496
	Average	60,880	69,616	63,405
Average		55,033	58,475	56,022

Source: NCES, IPEDS Salary Survey, 1999–2000

[1] Based on 100 percent (3,176 institutions) of NEA's faculty salary universe.

** Indicates less than 100 faculty.*

(Table 11) and the leader in this category since 1997–98. The average salary paid to public four-year faculty members exceeded $60,000 in 14 states, up five from last year's nine. At the other extreme, North Dakota and South Dakota faculty members averaged $42,563 and $44,564, respectively.

Iowa showed the largest difference between faculty salaries in public two-year and four-year institutions ($24,192); Illinois reported the smallest difference ($3,511). Alaska faculty members in public two-year colleges received $9,094 more than colleagues in public four-year institutions ($61,613 vs. $52,519). Among independent institutions, faculty members in Massachusetts received the highest average salary ($71,239); colleagues in Montana trailed the list ($34,392).

Among public two-year institutions, Mississippi faculty members received the

Table 4

Number of Full-Time Faculty on 9/10 Month Contracts* By Institutional Type, Control, and Rank, 1999–2000

		Control		
Type	Rank	Public	Independent	Total
AA	Professor	12,830	92	12,922
	Associate	8,576	158	8,734
	Assistant	8,242	199	8,441
	Instructor	6,239	115	6,354
	Lecturer	418	4	422
	No Rank	47,384	838	48,222
	Total	83,689	1,406	85,095
BA	Professor	1,848	6,295	8,143
	Associate	1,738	5,916	7,654
	Assistant	2,055	6,574	8,629
	Instructor	603	1,496	2,099
	Lecturer	216	203	419
	No Rank	176	561	737
	Total	6,636	21,045	27,681
BA+	Professor	19,409	11,226	30,635
	Associate	15,318	11,386	26,704
	Assistant	16,863	11,901	28,764
	Instructor	3,870	2,095	5,965
	Lecturer	2,030	515	2,545
	No Rank	552	1,394	1,946
	Total	58,042	38,517	96,559
Doctoral	Professor	48,465	21,313	69,778
	Associate	37,527	14,947	52,474
	Assistant	31,966	13,021	44,987
	Instructor	6,743	1,849	8,592
	Lecturer	5,546	1,904	7,450
	No Rank	868	547	1,415
	Total	131,115	53,581	184,696
Total		279,482	114,549	394,031

Source: NCES, IPEDS Salary Survey, 1999–2000

** Based on 100 percent of NEA's faculty salary universe (3,176 institutions).*

largest salary increase in any state between 1998–99 and 1999–2000 (6.8 percent; Table 12). Faculty members in public two-year institutions in only five states—North Carolina, Ohio, South Carolina, South Dakota, and West Virginia—saw annual salary increases between 5 and 6 percent. Colleagues elsewhere received less than 5 percent; Maine faculty members experienced a 5 percent decline in average salary.

Faculty members at public four-year colleges in South Dakota and Mississippi received 6.5 and 6.2 percent salary increases, respectively; Kansas, South Carolina, and California awarded increases between 5 to 6 percent. Colleagues in all other states received less than 5 percent; Hawaii, Maine, and New Hampshire faculty members in public four-year institutions experienced slight average salary declines.

Table 5

Percent Change in Salaries for Faculty on 9/10 Month Contracts[1] By Institutional Type, Control, and Rank, 1998–99 to 1999–2000

		Control		
Type	Rank	Public	Independent	Average
AA	Professor	2.7	*12.6	2.8
	Associate	2.7	5.6	2.7
	Assistant	2.9	2.4	2.9
	Instructor	2.4	2.0	2.5
	Lecturer	2.1	—	2.1
	No Rank	1.7	0.3	1.7
	Average	1.8	2.8	1.8
BA	Professor	2.9	3.8	3.6
	Associate	3.5	3.9	3.8
	Assistant	3.3	3.2	3.2
	Instructor	2.6	1.5	2.0
	Lecturer	1.6	–3.1	–0.3
	No Rank	2.9	3.1	3.1
	Average	2.7	3.2	3.1
BA+	Professor	3.9	3.3	3.7
	Associate	3.5	3.2	3.3
	Assistant	3.2	3.3	3.3
	Instructor	4.2	5.4	4.5
	Lecturer	3.6	2.2	3.4
	No Rank	6.8	5.2	5.7
	Average	3.1	3.1	3.1
Doctoral	Professor	4.8	4.1	4.6
	Associate	3.9	0.9	3.1
	Assistant	4.5	4.1	4.4
	Instructor	2.5	7.1	3.4
	Lecturer	3.8	4.9	4.1
	No Rank	2.4	37.5	15.9
	Average	3.8	3.4	3.7
Average		3.1	3.3	3.2

Source: NCES, IPEDS Salary Survey, 1998–99, 1999–2000

[1] Based on 91.2 percent (2,895 institutions) of NEA's faculty salary universe.

** Indicates less than 100 faculty.*

In most states, faculty members at public four-year institutions received higher salaries than colleagues at independent four-year colleges (Table 12). The 13 exceptions: Maryland, Oregon, Rhode Island, Texas, Connecticut, Colorado, New York, Illinois, New Hampshire, Maine, Louisiana, Utah, and Massachusetts.

LAND-GRANT UNIVERSITIES

Salaries at the 31 land-grant universities in the Oklahoma State University database—institutions that employed many highly paid faculty members in public higher education—averaged $67,694 in 1999–2000 (Table 13). The average salary for professors of law and legal educators—perennial salary leaders by academic specialty—was $105,618, a $5,134

Table 6

Number of Full-Time Faculty on 11/12 Month Contracts* By Institutional Type, Control, and Rank, 1999–2000

Type	Rank	Control		Total
		Public	Independent	
AA	Professor	1,128	12	1,140
	Associate	779	51	830
	Assistant	677	85	762
	Instructor	853	91	944
	Lecturer	72	26	98
	No Rank	10,828	830	11,658
	Total	14,337	1,095	15,432
BA	Professor	124	581	705
	Associate	91	517	608
	Assistant	112	517	629
	Instructor	43	255	298
	Lecturer	20	66	86
	No Rank	50	248	298
	Total	440	2,184	2,624
BA+	Professor	1,476	1,416	2,892
	Associate	742	1,275	2,017
	Assistant	565	1,570	2,135
	Instructor	302	650	952
	Lecturer	108	42	150
	No Rank	282	833	1,115
	Total	3,475	5,786	9,261
Doctoral	Professor	12,078	3,195	15,273
	Associate	7,365	2,753	10,118
	Assistant	6,295	3,041	9,336
	Instructor	2,003	704	2,707
	Lecturer	866	182	1,048
	No Rank	443	715	1,158
	Total	29,050	10,590	39,640
Total		47,302	19,655	66,957

Source: NCES, IPEDS Salary Survey, 1999–2000
**Based on 100 percent of NEA's faculty salary universe (3,176 institutions).*

increase since 1998–99. At the other extreme, faculty members in transportation and materials moving averaged $42,829, a $2,057 increase since last year.

Faculty members in the highest-paid disciplines at the land grant universities—legal studies, business, and engineering—received average salary increases (5.1, 4.5, and 5.2 percent, respectively). The largest salary increases went to faculty members in agricultural sciences, health professions and related sciences, and liberal arts and sciences—slightly over 8 percent. Agricultural business and production faculty members received the smallest average salary increase—$84 (0.1 percent).

ACADEMIC SPECIALTY

Engineering faculty, according to CUPA data, earned the highest salaries in the public

Table 7

Average Salaries for Faculty on 11/12 Month Contracts[1] By Institutional Type, Control, and Rank,1999–2000

		Control		
Type	Rank	Public	Independent	Average
AA	Professor	$62,847	—	$62,847
	Associate	53,861	*34,739	52,651
	Assistant	48,050	*34,568	46,388
	Instructor	42,536	*32,107	41,465
	Lecturer	*40,893	*37,708	39,817
	No Rank	47,572	38,081	46,921
	Average	48,672	37,205	47,878
BA	Professor	*84,472	47,447	53,957
	Associate	*73,737	46,731	50,291
	Assistant	*47,945	40,809	42,039
	Instructor	*50,460	36,597	38,247
	Lecturer	*51,820	*51,637	*51,671
	No Rank	*51,277	36,057	38,775
	Average	64,556	43,279	46,680
BA+	Professor	78,224	60,423	69,805
	Associate	63,758	52,552	56,435
	Assistant	51,032	44,917	46,295
	Instructor	41,202	32,171	34,639
	Lecturer	*39,845	*14,671	*30,754
	No Rank	57,396	37,707	42,685
	Average	66,285	47,642	54,372
Doctoral	Professor	99,047	96,805	98,592
	Associate	74,030	68,972	72,685
	Assistant	61,470	60,049	61,016
	Instructor	46,638	47,671	46,891
	Lecturer	50,432	49,919	50,345
	No Rank	53,237	51,535	52,169
	Average	79,107	72,047	77,266
Average		69,132	60,510	66,702

Source: NCES, IPEDS Salary Survey, 1999–2000

[1] Based on 100 percent (3,176 institutions) of NEA's faculty salary universe.

**Indicates less than 100 faculty.*

sector by academic specialty, $78,024; public health faculty earned the highest salaries in independent institutions ($84,018; Table 14). Nursing remained the lowest paid academic specialty in public institutions ($48,987). Library science was the lowest paid specialty in independent institutions ($43,401). The range among academic specialties was greater in independent than in public institutions ($40,617 vs. $29,037).

COLLECTIVE BARGAINING

Faculty members working in institutions with a bargaining agreement earned $2,667 more than colleagues teaching in institutions with no bargaining agreement ($60,061 vs. $57,394; Table 15). The bargaining advantage exceeded $5,000 in 21 of the 45 disciplines studied (47 percent). Salaries of library science faculty members—$59,420 vs. $48,836—

Table 8

Average Salaries for Men and Women Faculty on 9/10 Month Contracts[1] By Institutional Type, Control, and Rank, 1999–2000

		Public		Independent	
Type	Rank	Women	Men	Women	Men
AA	Professor	$55,448	$59,377	*$40,980	*$39,486
	Associate	46,636	49,417	*35,640	*38,984
	Assistant	41,054	43,090	32,431	*31,456
	Instructor	36,660	38,672	*27,458	*24,904
	Lecturer	41,402	40,200	—	—
	No Rank	46,487	49,548	36,752	42,674
	Average	46,205	49,877	34,836	39,917
BA	Professor	59,727	60,980	59,136	62,003
	Associate	48,302	50,177	46,580	47,348
	Assistant	41,235	42,636	38,526	38,959
	Instructor	33,985	36,396	31,319	31,518
	Lecturer	37,026	*39,075	*31,342	*26,748
	No Rank	*39,165	*42,842	35,222	35,828
	Average	45,096	50,275	43,329	49,185
BA+	Professor	64,409	66,512	59,956	63,118
	Associate	51,608	53,191	47,860	50,236
	Assistant	42,513	43,560	40,041	41,241
	Instructor	33,140	34,241	33,398	33,804
	Lecturer	34,102	36,066	33,966	38,229
	No Rank	42,070	44,185	42,727	44,245
	Average	48,087	54,969	45,185	51,714
Doctoral	Professor	73,007	80,668	84,283	93,996
	Associate	54,752	58,369	57,924	62,763
	Assistant	45,438	49,146	47,945	53,380
	Instructor	32,800	33,792	38,137	40,344
	Lecturer	36,350	40,472	40,635	46,103
	No Rank	36,130	41,226	43,663	43,828
	Average	51,478	65,389	57,812	74,679
Average		48,651	58,952	49,795	62,690

Source: NCES, IPEDS Salary Survey, 1999–2000

[1] Based on 100 percent of NEA's faculty salary universe.

** Indicates less than 100 faculty.*

showed the largest difference ($10,584). Salary differentials in nine disciplines—agricultural business and production, architecture, economics, engineering, multi/interdisciplinary studies, physical sciences, public health, social sciences, and visual and performing arts—favored non-bargaining institutions; the range: $302 to $12,578.

STATE APPROPRIATIONS AND FACULTY SALARIES

States vary by wealth, level of support, and ability to increase higher education appropriations. State systems devote considerable attention to determining the proportion of the budget earmarked for compensation; administrators often suggest they could increase salaries if appropriations increased.

Table 9

Women Faculty as a Percent of Total Faculty, Faculty on 9/10 Month Contracts[1] By Institutional Type, Control, and Rank 1999–2000

Type	Rank	Control		Average
		Public	Independent	
AA	Professor	41.5	*47.8	41.6
	Associate	50.4	*57.6	50.5
	Assistant	54.6	60.3	54.7
	Instructor	53.6	*67.8	53.8
	Lecturer	52.9	50.0	52.8
	No Rank	48.5	36.0	48.3
	Average	48.6	45.3	48.6
BA	Professor	22.6	23.2	23.1
	Associate	36.2	41.0	39.9
	Assistant	44.2	47.9	47.0
	Instructor	46.4	55.6	53.0
	Lecturer	50.5	*54.7	52.5
	No Rank	*44.3	38.7	40.0
	Average	36.5	38.9	38.3
BA+	Professor	24.1	24.8	24.4
	Associate	38.0	39.6	38.7
	Assistant	47.6	51.1	49.0
	Instructor	59.2	60.9	59.8
	Lecturer	57.1	56.9	57.1
	No Rank	44.6	41.6	42.4
	Average	38.3	40.3	39.1
Doctoral	Professor	17.1	17.3	17.1
	Associate	32.9	33.3	33.0
	Assistant	44.8	43.8	44.5
	Instructor	61.8	54.5	60.2
	Lecturer	56.4	54.0	55.8
	No Rank	54.5	40.2	49.0
	Average	32.6	31.1	32.1
Average		38.7	35.8	37.8

Source: NCES, IPEDS Salary Survey, 1999–2000

[1] Based on 100 percent of NEA's faculty salary universe.

**Indicates less than 100 faculty.*

Table 10

Percent of Faculty on 9/10 and 11/12 Month Contracts Tenured[1] By Institutional Type and Control, 1999–2000

Offering Level	Control		Average
	Public	Independent	
AA	69.6	62.7	69.5
BA	59.5	56.6	57.4
BA+	61.6	53.9	58.7
Doctoral	63.6	59.2	62.4
Average	64.5	57.1	62.3

Source: NCES, IPEDS Salary Survey, 1999–2000

[1] Based on 69.7 percent (2,215 institutions) of NEA's salary universe reporting tenure information.

Table 11

Average Salaries for Faculty on 9/10 Month Contracts[1] In Public and Independent Institutions,[2] by State, 1999–2000

State	Public 4-year	Public 2-Year	Independent	Difference: Public 4-Year to Independent	Difference: Public 4-year to Public 2-year
CA	$71,259	$59,670	$67,809	$3,450	$11,589
NJ	69,126	58,191	68,046	1,080	10,935
CT	68,460	*	69,614	-1,154	—
DE	66,425	47,803	56,788	9,637	18,622
IA	63,120	38,928	45,813	17,307	24,192
AZ	62,040	53,558	43,694	18,346	8,482
MI	61,961	58,343	47,834	14,127	3,618
NV	61,797	47,187	41,828	19,969	14,610
PA	61,775	51,417	59,796	1,979	10,358
NY	61,303	56,149	65,165	-3,862	5,154
RI	61,208	46,205	62,228	-1,020	15,003
HI	60,710	47,096	59,872	838	13,614
MA	60,435	42,560	71,239	-10,804	17,875
VA	60,218	44,007	49,638	10,580	16,211
OH	59,888	48,161	50,969	8,919	11,727
MN	59,508	45,968	49,312	10,196	13,540
MD	58,816	49,586	59,090	-274	9,230
WI	58,552	53,355	47,151	11,401	5,197
US	**57,927**	**47,985**	**58,399**	**-472**	**9,942**
IL	57,416	53,905	62,862	-5,446	3,511
NC	57,301	34,526	53,811	3,490	22,775
FL	56,624	44,573	51,999	4,625	12,051
WA	56,453	42,334	50,588	5,865	14,119
CO	56,363	38,565	57,526	-1,163	17,798
GA	56,290	42,060	53,474	2,816	14,230
IN	55,880	33,287	54,118	1,762	22,593
TX	54,108	43,077	55,134	-1,026	11,031
SC	54,067	36,935	41,953	12,114	17,132
NH	53,938	37,874	59,459	-5,521	16,064
KS	53,159	38,206	34,473	18,686	14,953
MO	53,078	43,485	52,566	512	9,593
AK	52,519	61,613	40,345	12,174	-9,094
TN	51,995	37,019	49,099	2,896	14,976
KY	51,837	41,196	41,767	10,070	10,641
NM	51,598	36,148	40,623	10,975	15,450
UT	51,476	38,592	61,186	-9,710	12,884
AL	50,765	42,509	43,075	7,690	8,256
WY	50,452	34,283	+	—	16,169
OR	50,085	46,349	50,601	-516	3,736
OK	50,070	38,810	45,359	4,711	11,260
MS	49,660	41,773	39,999	9,661	7,887
MT	49,423	34,344	34,392	15,031	15,079
VT	49,413	+	48,426	987	—
ID	48,563	44,862	43,390	5,173	3,701
ME	48,552	37,919	55,423	-6,871	10,633
NE	47,749	35,376	44,552	3,197	12,373
WV	47,071	39,482	38,953	8,118	7,589
AR	46,610	34,796	40,713	5,897	11,814
LA	46,507	36,699	55,522	-9,015	9,808
SD	44,564	33,911	37,905	6,659	10,653
ND	42,563	34,635	35,270	7,293	7,928
DC	*	+	67,807	—	—

Source: NCES, IPEDS Salary Survey, *1999–2000*

[1] *Ranked in descending order of average salary of public 4-year institutions.*

[2] *Based on 84.8 percent (901) of the public 2-year institutions, 94.3 percent (566) of the public 4-year institutions, and 73.1 percent (1,106) of the independent institutions reporting.*

* *Indicates no responding institutions in this category.*

\+ *Indicates no institutions in this category.*

Table 12

Percent Change in Average Salaries, Faculty on 9/10 Month Contracts[1] in Public and Independent Institutions,[2] by State, 1999–2000

State	Public 4-Year	Public 2-Year	Independent
SD	6.5	5.1	4.0
MS	6.2	6.8	3.4
KS	5.3	0.4	3.7
SC	5.2	5.5	1.0
CA	5.1	–0.1	–3.5
AZ	4.9	3.8	–3.0
TN	4.9	1.5	2.3
WI	4.9	2.9	2.1
TX	4.8	4.3	2.5
VA	4.6	3.7	1.2
WA	4.6	3.0	1.9
WY	4.6	1.6	+
IL	4.1	0.8	3.3
NC	4.1	5.9	3.1
MT	3.9	3.9	0.5
IN	3.8	3.0	2.9
NM	3.8	4.7	5.8
NY	3.8	3.5	5.0
US	**3.6**	**2.2**	**3.0**
LA	3.6	4.2	–0.3
MD	3.6	2.6	3.4
OK	3.6	3.1	7.9
AR	3.5	4.0	1.8
ND	3.5	1.3	0.5
OH	3.3	5.5	2.4
RI	3.3	2.7	3.7
CO	3.2	0.0	3.4
WV	3.2	5.8	5.1
MA	3.1	0.7	3.5
FL	2.9	2.7	2.7
IA	2.9	1.5	2.6
AL	2.6	0.5	3.8
MI	2.6	1.4	2.4
NE	2.6	0.9	3.2
PA	2.6	–0.1	3.6
UT	2.6	1.2	6.4
KY	2.5	4.8	3.6
NJ	2.5	1.1	3.0
DE	2.4	4.8	–0.6
GA	2.3	0.8	4.6
NV	2.2	2.7	0.0
ID	2.1	–1.1	6.5
CT	1.6	*	4.4
MO	1.4	1.9	3.9
MN	1.2	–1.8	3.1
VT	0.9	+	4.1
OR	0.6	2.2	3.7
AK	0.1	2.7	1.8
NH	–0.1	3.5	3.0
HI	–0.7	–0.4	0.8
ME	–0.7	–5.0	1.3
DC	*	+	4.9

Source: NCES, IPEDS Salary Survey, 1999–2000.

[1] Ranked in descending order of percent change in average salaries for public 4-year institutions.

[2] Based on 82.2 percent (874) of the public 2-year institutions, 93.7 percent (562) of the public 4-year institutions, and 68.4 percent (1,035) of the independent institutions reporting in both years.

** Indicates no responding institutions.*

+ Indicates no institutions in this sector.

Table 13

Average Salaries and Difference in Salaries for Faculty in Land-Grant Universities By Discipline,[1] 1998–99 to 1999–2000

	Average Salary		Difference
	1998–99	1999–2000	($)
Law and Legal Studies	$100,484	$105,618	$5,134
Business Management and Administrative Services	81,924	85,582	3,658
Engineering	75,874	79,805	3,931
Computer and Information Sciences	73,383	77,470	4,087
Health Professions and Related Sciences	70,658	76,413	5,755
Physical Sciences	69,116	72,929	3,813
ALL FIELDS	**64,247**	**67,694**	**3,447**
Mathematics	63,995	67,034	3,039
Biological Sciences and Life Sciences	63,551	66,576	3,025
Psychology	63,616	66,383	2,767
Multi/Interdisciplinary Studies	61,724	66,313	4,589
Social Sciences and History	60,932	65,384	4,452
Agricultural Business and Production	65,287	65,371	84
Agricultural Sciences	57,170	61,987	4,817
Conservation and Renewable Natural Resources	57,992	61,882	3,890
Public Administration and Services	58,708	60,299	1,591
Library Science	57,783	60,042	2,259
Protective Services	57,014	59,457	2,443
Architecture and Related Programs	58,031	59,442	1,411
Area, Ethnic, and Cultural Studies	58,082	58,595	513
Philosophy and Religion	56,066	57,663	1,597
English Language and Literature/Letters	53,720	56,728	3,008
Home Economics	55,352	56,717	1,365
Education	55,140	56,218	1,078
Engineering-Related Technologies	52,589	55,684	3,095
Communications	54,357	55,597	1,240
Liberal Arts and Sciences, General Studies and Humanities	50,376	54,463	4,087
Parks, Recreation, Leisure and Fitness Studies	52,287	54,227	1,940
Foreign Languages and Literatures	51,544	54,157	2,613
Visual and Performing Arts	51,322	53,466	2,144
Transportation and Materials Moving Workers	40,772	42,829	2,057

Source: Oklahoma State University, Faculty Salary by Discipline Data Files, *1998–99, 1999–2000*

[1] Ranked in descending order by average salary in 1999–2000.

Table 14

Average Faculty Salaries in 4-Year Institutions, by Discipline and Control,[1] 1999–2000

Discipline	Control	
	Public	Independent
Engineering	$78,024	$76,060
Physical Sciences	77,225	52,348
Social Sciences	72,571	56,137
Accounting	70,634	67,549
Marketing Management and Research	69,864	72,034
Economics	66,682	67,255
Business Administration and Management, General	66,464	65,054
Computer and Information Sciences	66,240	58,260
Agricultural Business and Production	64,644	45,195
Physics	63,537	63,516
Public Health	62,460	84,018
Public Administration and Services	59,825	64,572
Area, Ethnic, and Cultural Studies	59,697	56,257
Architecture and Related Programs	59,357	59,059
Chemistry	58,977	55,556
Geology	58,800	64,132
Multi/Interdisciplinary Studies	58,484	51,632
Biological Sciences/Life Sciences	58,396	53,155
ALL FIELDS	**58,313**	**56,308**
Psychology	58,157	53,188
Mathematics	57,871	54,087
Philosophy and Religion	56,925	49,997
Visual and Performing Arts	56,392	46,642
Anthropology	56,391	60,085
Education Administration and Supervision	56,221	55,249
Political Science	56,027	57,645
Physical Therapy	55,710	53,329
History	54,937	54,363
Sociology	54,471	53,242
Education	54,369	49,137
Geography	54,327	55,561
Library Science	54,121	43,401
Home Economics	53,316	46,117
Engineering Related Technologies	53,195	46,978
Special Education	52,978	47,619
Parks, Recreation, Leisure & Fitness	52,532	48,276
English Language and Literature	51,960	50,931
Speech-Language Pathology and Audiology	51,756	51,401
Protective Services	51,159	43,434
Occupational Therapy	51,145	46,099
Foreign Languages and Literatures	50,984	49,323
Education—Curriculum and Instruction	50,535	52,735
Communications	50,148	47,588
Music	49,823	48,291
Drama/Theater Arts	49,218	48,134
Nursing	48,987	45,164

Source: College and University Personnel Association, Faculty Salary Survey in Private and Public Institutions, *1999–2000*

[1] *Sorted by salaries in public institutions.*

Table 15

Average Salaries and Salary Differences by Bargaining Status and by Discipline, Full-Time Faculty in Public 4-Year Institutions, 1999–2000

Discipline	All	Non-Collective Bargaining	Collective Bargaining	Difference
ALL FIELDS	**$58,313**	**$57,394**	**$60,061**	**$2,667**
Accounting	70,634	70,506	70,859	353
Agricultural Business and Production	64,644	64,755	63,979	-776
Anthropology	56,391	53,004	60,100	7,096
Architecture and Related Programs	59,357	59,578	58,456	-1,122
Area, Ethnic, and Cultural Studies	59,697	59,334	59,993	659
Biological Sciences/Life Sciences	58,396	57,566	60,029	2,463
Business Administration & Management, General	66,464	65,478	68,233	2,755
Chemistry	58,977	57,486	61,681	4,195
Communications	50,148	48,133	53,569	5,436
Computer and Information Sciences	66,240	65,189	67,986	2,797
Drama/Theater Arts	49,218	46,435	53,414	6,979
Economics	66,682	66,816	66,514	-302
Education	54,369	52,414	57,477	5,063
Education Administration and Supervision	56,221	54,901	58,485	3,584
Education—Curriculum and Instruction	50,535	49,683	52,993	3,310
Engineering	78,024	80,930	71,895	-9,035
Engineering Related Technologies	53,195	51,909	56,158	4,249
English Language and Literature	51,960	49,856	55,789	5,933
Foreign Languages and Literatures	50,984	49,561	53,663	4,102
Geography	54,327	51,533	58,179	6,646
Geology	58,800	56,317	62,612	6,295
History	54,937	52,571	58,993	6,422
Home Economics	53,316	52,178	57,205	5,027
Library Science	54,121	48,836	59,420	10,584
Marketing Management and Research	69,864	68,359	72,357	3,998
Mathematics	57,871	55,987	61,603	5,616
Multi/Interdisciplinary Studies	58,484	60,910	52,953	-7,957
Music	49,823	47,994	53,661	5,667
Nursing	48,987	47,265	53,830	6,565
Occupational Therapy	51,145	50,802	51,817	1,015
Parks, Recreation, Leisure & Fitness	52,532	50,603	54,495	3,892
Philosophy and Religion	56,925	52,054	63,413	11,359
Physical Sciences	77,225	80,780	68,202	-12,578
Physical Therapy	55,710	53,184	59,053	5,869
Physics	63,537	61,985	66,261	4,276
Political Science	56,027	53,836	59,519	5,683
Protective Services	51,159	47,542	55,515	7,973
Psychology	58,157	56,176	61,349	5,173
Public Administration and Services	59,825	57,449	62,576	5,127
Public Health	62,460	63,525	60,829	-2,696
Social Sciences	72,571	74,695	63,811	-10,884
Sociology	54,471	51,909	58,619	6,710
Special Education	52,978	50,835	55,440	4,605
Speech-Language Pathology and Audiology	51,756	49,545	56,460	6,915
Visual and Performing Arts	56,392	58,174	52,014	-6,160

Source: College and University Personnel Association, Faculty Salary Survey in Public Institutions, *1999–2000*

State appropriations increased by 45 percent between 1989–90 and 1999–2000, but faculty salaries increased by only 20 percent and 31 percent in public two- and four-year institutions, respectively. The correlation between changes in state appropriations and in faculty salary outlays—the total amount paid for instruction—in public four-year institutions was mild, at best.[1] But these outlays could change along with changes in the number of faculty members and the amount paid to faculty members.

Changes in state appropriations for higher education and in faculty salary outlays in public two-year institutions showed no significant correlation, perhaps because public two-year institutions receive funds from the state and local levels or because faculty salaries may be set by a local board, not the state. This additional revenue source could dilute the effects of the state revenues for the public two-year colleges.

SUMMARY

Reporting average salaries obscures variations between groups of faculty members. Salaries at community and public four-year colleges continued to drift apart in 1999–2000. Independent universities continued to provide the highest average faculty salaries; independent two-year colleges paid the lowest. Salaries also differed by academic specialty; business, engineering, and legal studies faculty received the highest pay. Women continued to receive lower salaries; the salary gap continued to widen. Finally, geographic location made large differences in salaries.

Faculty members were slightly better off in 1999–2000 than in the early 1970s. But faculty members still experienced a loss of purchasing power by rank; colleagues in the lower ranks took the biggest hit.

NOTES

[1] The correlation between the change in state appropriations and change in faculty salary outlays between 1989–1990 and 1999–2000 is 0.4730, with significance to the 99 percent confidence interval.

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Unions and Faculty Governance

by Christine Maitland and Gary Rhoades

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Faculty governance—especially the impact of unionization on governance—is often a key issue on campuses voting on a bargaining unit. Opponents of bargaining depict unions and senates as antithetical, though bargaining unit members and teams often negotiate for expanded professional involvement in campus decision-making. How do faculty members perceive the effect of unions on governance? And to what extent do collective bargaining agreements provide for a faculty role in governance?

First, a look at prior scholarship on bargaining. During the 1970s, most studies focused on the effects of faculty unions on salaries; unionized campuses showing higher salaries.[1] But some scholars also explored the effects of unionization on faculty governance. These scholars—often working in non-unionized settings—presumed that unions would replace or reduce the significance of faculty senates. But most studies found "unexpected peaceful coexistence" and "contractually protected governance systems."[2]

Strategic planning—including organizational restructuring, academic program reorganization, and faculty retrenchment—brought faculty governance to the fore in ensuing decades. A recent study—examining strategic planning councils at unionized and non-unionized universities—found that "mature bargaining units" can play "a strong and positive role in decision making."[3] But does this conclusion hold across a broad range of institutions? What do data from recent organizing efforts say about the governance issues of most concern to faculty members? And how should union organizers address these issues?

This chapter answers these key questions and analyzes faculty governance provisions in collective bargaining agreements. Using the Higher Education Contract Analysis System (HECAS) of the National Education Association, we note governance-related language in the contracts, focusing on provisions related to faculty senates, and to divisional and departmental governance. Faculty participation is critical on employment decisions, teaching loads, non-teaching responsibilities, and on academic issues such as grade alterations and textbook selection.[4] But governance structures are usually the principal concern of faculty when voting for or against the union in an organizing election.[5]

QUESTIONS FROM THE FACULTY FRONT: UNIONS AND GOVERNANCE

One recent study of the relationship between unions and campus governance examined the operation and effectiveness of participative governance. About 91 percent of all surveyed institutions and 98 percent of surveyed institutions with more than 10,000 students, the study found, had a governance body. In contrast, only 73 percent of surveyed two-year campuses had a governance body. Among campuses with collective bargaining, "Seventy-eight percent of the time, the relationship between the collective bargaining unit and the governance body was complementary or actively supportive."[6]

Another survey compared the status and satisfaction of librarians at unionized and non-unionized campuses on scholarship- and governance-related issues. Unionized librarians scored higher than non-unionized counterparts on professional development, sabbaticals, leaves, travel, salary, and pay scale opportunities. Unionized and non-unionized librarians showed near-equal scores on tenure, promotions, peer review, senate eligibility, and overall participatory responsibilities. Non-unionized librarians scored higher only on tuition reimbursement, a benefit offered at independent colleges, where unionization is less common.[7]

A May 1998 survey of randomly sampled NEA leaders and members assessed faculty involvement in campus governance. Leaders were asked about the level of faculty involvement on their campuses in governance. Faculty, reported the NEA leaders, are "least involved in making campus budget decisions, setting the percentage of part-time and non-tenure faculty, and making decisions regarding merit pay and pay equity." Almost 62 percent of the leaders reported the administration made decisions about "allocating the institutions' budget among major categories, such as salaries, buildings, and athletics." Faculty members were highly involved in classroom-related decisions—such as courses offered and modes of instruction—in hiring new faculty, choosing department chairs, and developing tenure criteria.[8]

The survey asked faculty members to rate the actual and optimal levels of faculty involvement in governance. Faculty members at institutions with collective bargaining were more involved in governance, with two notable exceptions: setting the percent of part-time and non-tenured faculty, and deciding on merit pay. Surveyed faculty wanted more involvement in campus governance, especially in decisions on budget and pay. Two-thirds of the faculty respondents wanted greater involvement in allocating the budget and setting the percentage of part-time and non-tenure-track faculty. Faculty, the study concluded, "also would like to see greater involvement in merit and equity pay decisions as well as in making decisions about the use of new technologies in the classrooms ... the only area in which faculty are already highly involved and still want greater involvement."[9]

The faculty role in decision-making is almost always an issue in collective bargaining elections. Faculty members support bargaining when they perceive erosion of their governance role, but they worry about the effect of unionization on existing governance practices. Will a union usurp and weaken the faculty senate? Will the union add another level of bureaucracy to decision-making? A collective bargaining election held at Illinois State University in spring 2000 illustrates these concerns. A union, argued "Faculty for Shared Decision-Making," the group opposed to bargaining, would destroy the relationship between faculty and the campus administration. After the election—the faculty voted against unionizing by a very small margin—NEA surveyed faculty opinions about the campaign issues.

A 1998 Board of Trustees decision—relegating faculty to an advisory role on academic decisions—was the impetus for union certification. Surveyed faculty respondents gave low ratings to the trustees, but good job approval ratings to the administration.[10] Almost half of faculty supporters of certification answered "extremely likely" to the proposition that a union "would give faculty an independent organization to present the faculty perspective." The second most likely result, according to supporters: a union "will allow faculty at ISU to gain an independent forum to discuss professional issues." The most likely result, according to union opponents: "increased polarization and bitterness between faculty and administration."[11]

Advice to organizers: note the salutary results of unionization for faculty governance on other campuses, and point out exemplary language in existing contracts.

GOVERNANCE IN THE CONTRACTS

What do collective bargaining agreements say about collegial governance? More than one-third of the 294 contracts in HECAS mentioned governance issues; 92 referred to academic senates. How do contractual provisions support or contribute to faculty governance? Faculty, state most agreements, are expected to participate in service to the university, including membership on faculty committees, senates, councils, assemblies, forums, and attendance at all-faculty meetings. Contrary to common fears, unions do not preclude or supersede collegial patterns of decision-making. Many contracts ensure the continuance of shared governance practices:

> The California State University and the California Faculty Association recognize the unique roles and responsibilities of the Academic Senate. (California State University)

> The parties recognize the following as valid past practices at Southampton College: ... Academic procedures for faculty participation and consultation in the decision-making process regarding academic policy, program, curriculum, and method of teaching shall not be diminished. (Long Island University, New York)

> Nothing in this agreement will infringe upon the shared governance provisions provided in Board policy and delegated to the faculty senates organized on each campus. (Nebraska State Colleges)

These contracts ensure that shared governance practices and structures continue with unionization. One contract even specifies that "faculty" refers not to the union, but to the general faculty.

> In jointly supporting the continued maintenance of shared governance as described in this Preamble the parties recognize that the term "faculty" is not limited specifically to the Bargaining Unit ... or to the UNKEA as the certified bargaining agent thereof. Rather, such reference is to the general faculty of the University, and the Faculty Senate, which is the faculty governing agency. (University of Nebraska, Kearney)

On one campus, the union and administration used interest-based bargaining to negotiate a participatory governance system, including budget development.

> Participatory Governance: The parties agree to the participatory governance system described in this Article. The forms of participatory governance utilized shall be determined by each governance body, with the consensus model being preferred.
>
> Budget Development Process: The budget development process shall promote open communication and participation by faculty members at all levels, keeping in mind that the University's primary function is academic.
>
> The budget development process calls for widespread involvement of faculty and others as appropriate in developing and prioritizing requests at the unit level (department, college, etc.).
>
> The budget development process shall be based on the establishment of priorities at the department level, a ranking of priorities at the college level, then the development of a composite list of priorities for the academic sector.
>
> The overall purpose of this process is to ensure full, open discussion of all requests and whenever possible to reach a consensus. At each level, the department chairperson, director, dean, or provost is responsible for determining the ranking for each priority. (Youngstown State University, Ohio)

Unionizing does not require faculty to give up claims to collegial decision-making and governance.

Of course, enhancing faculty participation in institutional governance is often part of the impetus for faculty unionization. In colleges and universities with a history of limited faculty involvement in governance, contract provisions often work to strengthen—not just maintain—faculty participation in organizational policy and decision-making. Here is a typical provision:

> Although the Association, as the elected bargaining agent, retains the exclusive right to negotiate and reach agreement on terms and conditions of employment for members

> of the bargaining unit, and the Board of Trustees retains its rights, under law, to manage and direct the University, the parties recognize the necessity of a collegial governance system for faculty and other members of the bargaining unit in matters of academic concern. It is mutually desirable that the collegial system of shared governance be maintained and strengthened so that faculty and other members of the bargaining unit shall have a mechanism and procedure, independent of the collective bargaining process, for making recommendations to appropriate administrators and for resolving matters of concern to the faculty through the organizational structures of the Departments, the Faculty Senate, the Administrative Council, and the Board of Trustees. To that end, the parties agree to the following principles: ... (Delaware State University)

The collective bargaining agreement establishes, extends, and strengthens shared governance contractually.

Large state systems pose another problem when traditions of shared governance differ on each campus.

> While the United Faculty of Florida, as the elected bargaining agent, retains the exclusive right to negotiate and reach agreement on terms and conditions of employment for the members of the bargaining unit, and the Board of Regents retains its rights, under law, to manage and direct the State University System, the parties recognize the desirability of a collegial governance system for faculty and professional employees in areas of academic concern. It is desirable that the collegial system of shared governance be maintained and strengthened through the State University System so that employees will have a mechanism and procedure, independent of the collective bargaining process, for making recommendations to appropriate administrative officials. Collegiality in academic governance on each campus of the State University System can best be accomplished through Senates selected by representatives of the appropriate campus constituencies in accordance with each institution's constitution and tradition.... In recognition of the importance of the collegial system of governance described herein, the Presidents or their representatives shall confer regularly with representatives from university Senates or equivalent bodies. (State University System of Florida)

The system's agreement respects the traditions established on each campus while strengthening the faculty role in shared governance throughout the system by mandating faculty consultation.

Unfortunately, many systems and campuses lack a tradition of shared governance—often an impetus for faculty organizing. Limited histories of faculty involvement make contractual provisions particularly significant for two-year colleges. The administration at Linn-Benton Community College (Oregon), states the contract, agrees "to include faculty in decision making processes that affect work related issues." The Board and the Faculty Association of Monroe Community College (NY), states the contract:

> recognize that a faculty governance organization does and will exist. It is the right and responsibility of the faculty to participate in this organization. Although the actual form may vary, this organization will have responsibility for recommending policies related to faculty resources, academic standards, curriculum, educational policies, institutional philosophy and goals, personnel policies, professional development and administrative affairs.

A provision for a technical and community college system goes further.

> The Administration and the AAUP recognize that the Faculty has a direct and compelling interest in College issues including, but not limited to long- and short-range planning, priorities in the deployment of financial resources, acquisition and use of existing physical and human resources, institutional self-study, and marketing, public relations, and recruiting activities. The Administration and the AAUP agree that College-wide committees established to make recommendations on such issues, and any such committees established during the period of this Agreement, shall include at least one-third appointments of the Faculty Senate. (Cincinnati Technical and Community Colleges)

These provisions extend faculty involvement in decision-making beyond academic concerns to fiscal and strategic issues.

Many four-year colleges and systems organized to establish a significant role for faculty as professionals in institutional governance. The contracts for these institutions

commonly provide for shared governance for faculty:

> In recognition of the fact that the faculty and librarians have fundamental and unique responsibilities in matters affecting the academic wellbeing of the several State Colleges, the parties hereby agree to establish a firm basis for the professional role of faculty, teachers, and librarians in the decision making process at the several State Colleges; ... It is therefore fitting that such unit members assume a primary role in academic decision-making at the several State Colleges in accordance with the terms of this Agreement. In order to ensure participation by all members of the bargaining unit, by students and by administrators in the formulation of policies affecting such academic matters of common concern as are hereinafter prescribed, ... there shall be established at each College an All College Committee. (Massachusetts State Colleges)

> In formulating all university policies, procedures and structures the assumption is made that the faculty member is highly professional in the faculty member's area of expertise. Thus it is further assumed that the faculty member is capable of making individual, as well as collective, decisions with fellow professionals concerning matters of instruction, professional conduct and conditions of professional employment and reward. Therefore, the academic administration of the university shall be based upon the principle of shared responsibility in governance. Organizational procedures will place decision accountability as close as possible to the most adequate and appropriate source of expertise and information, and provide for specific evaluation and review of all operations. (Eastern Washington University)

The scope of the faculty's role in governance differs under these provisions. Bargaining agents should seek to extend this role to include fiscal and strategic matters that are related to academic choices. Moreover, within the scope of academic issues, faculty must maintain control of curricular and programmatic experiments and changes. Such control is most effective when contractual language is explicit:

> The College may institute new programs of an experimental nature for the purpose of achieving its long range educational mission or improving its financial position. Such new programs shall be officially designated as experimental and shall, without the written consent of the Faculty, be limited to a duration of two years. At the end of two years, such experimental programs must be reviewed by the Academic Council to continue. The College shall, as set forth in Article XIV Academic Governance, solicit faculty recommendations regarding experimental programs and shall keep the Faculty advised of the development of such programs. (Park College, Missouri)

Some contracts give faculty members the right to grieve the process—though rarely the content—of administrative decisions in matters of shared governance. Sometimes, the contract facilitates faculty action in shaping institutional decision-making that goes beyond the contract.

> The Parties acknowledge and agree that the College and the Federation have been engaged in litigation with respect to the propriety of the College's reorganization of ten Departments into five Divisions which said litigation is presently pending before the Commonwealth Court of the State of Pennsylvania. The parties agree that litigation will be settled in the following manner: The College will establish seven Departments as the academic organization of the institution which said Departments shall be.... The creation of seven Departments is in furtherance of a recommendation from the Advisory Council related to reorganization. (Bucks County Community College, Pennsylvania)

CONCLUSION

Faculty members must combine involvement in institutional governance with the power of collective bargaining. These mechanisms can work effectively to support each other. But without the force of the contract, the advisory role of faculty in "shared governance" has limited efficacy in an era of reorganization and restructuring.

The real threat to faculty's role in collegial decision-making lies in management, not in unions.[12] Managers effectively claim the need for "flexibility" to make "tough choices" in restructuring institutions and professional labor. The management rights clauses of too many agreements epitomize these claims:

> The parties to this Agreement recognize that responsibility for management and operation of the College and the educational program which it represents resides exclusively with the Board elected by the citizens of the District and the Administration appointed by the Board. The College expressly retains all authority and decision making prerogatives connected with or in any way incident to its responsibilities to manage the affairs of the College and any department or program thereof. (Treasure Valley Community College, Oregon)

> All management and decision making responsibility for the District is vested exclusively with the Board. (Columbia Basin Community College, Washington)

Management assertion of rights to all decision-making responsibility challenges faculty participation in institutional governance. Unionization does not guarantee faculty's shared governance role; well over half the collective bargaining agreements in HECAS fail to address this right. Worse, some contracts establish exclusive management rights to make decisions. But other union contracts provide for faculty participation in academic decision-making, and even in fiscal and strategic policy-making.

On campuses in the midst of an organizing campaign, contracts can protect past practices in shared governance, if faculty believe these practices work effectively. Unions can provide the force of contractual obligation and protection to existing governance structures, and can work to establish these structures on campuses lacking shared governance.

HECAS contract provisions for the appointment, salaries evaluation, and release of personnel and for governance at the institution, district, and system levels tell similar stories. Unions and professional decision-making practices and structures concerning personnel can also enjoy not just peaceful coexistence but mutual support. Contracts can well serve and strengthen the faculty role in many levels of decision-making.

NOTES

[1] Rhoades, 1998, summarizes these studies. Lee, 1999, 2000, includes recent data.

[2] Baldridge and Kemerer, 1976; Kemerer and Baldridge, 1981; Lee, 1982; Mortimer and McConnell, 1978.

[3] Schuster et al., 1994.

[4] Williams, 1989.

[5] We ran searches on the terms govern, decision-making, consult, and senate.

[6] Gilmour, 1991, 33.

[7] Spang and Kane, 1997.

[8] "A Survey of Higher Education Members and Leaders," 1998, 33.

[9] "A Survey of Higher Education Members and Leaders," 1998, 36.

[10] Only one-fifth of the respondents gave the administration low ratings.

[11] "Illinois State University Faculty Opinions on Certifying ISUFA," 2000.

[12] Rhoades, 1998.

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APPENDIX:
NEA Higher Education Bargaining Units

The following list of NEA higher education collective bargaining units is based on a report form developed and published by the National Center for the Study of Collective Bargaining in Higher Education and the Professions. Information has been supplemented by NEA staff.

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Adirondack Comm. College, NY	81	85	2	1
Adirondack Comm. College/Clerical, NY	68	—	2	1
Adrian College, MI	67	75	4	1
Albion College, MI	121	—	4	1
Albion College/ESP, MI	121	—	4	1
Allen County Community College, KS	55	—	2	1
Alpena Comm. College, MI	54	65	2	1
Alpena Comm. College/ESP, MI	24	98	2	1
Atlantic Comm. College, NJ	80	68	2	1
Atlantic Comm. College/Admin., NJ	25	—	2	1
Atlantic Comm. College/Support, NJ	145	—	2	1
Baker College of Flint, MI	41	78	2/4	1
Barstow College, CA	117	79	2	1
Bay de Noc Comm. College, MI	44	73	2	1
Beaver County, Comm. College of, PA	60	73	2	1
Beaver County, Comm. College of/Clerical, PA	55	—	2	1
Bellevue Comm. College, WA	482	72	2	1
Bellingham Tech. College, WA	45	—	2	1
Bergen Comm. College, NJ	276	68	2	1
Bergen Comm. College/Admin., NJ	8	—	2	1
Bergen Comm. College/ESP, NJ	180	00	2	1
Bergen Comm. College/AP, NJ	35	—	2	1
Big Bend Comm. College, WA	50	80	2	1
Black Hawk College Quad Campus, IL	10	92	2	1
Blackhawk Tech. College/Support, WI	45	89	2	2
Blue Mountain Comm. College, OR	77	75	2	1
Brevard Comm. College, FL	235	81	2	4
Brookdale Comm. College, NJ	206	71	2	1
Brookdale Comm. College/Admin., NJ	120	—	2	1
Brookdale Comm. College/Support, NJ	364	—	2	1
Broome Comm. College, NY	397	79	2	1
Broome Comm. College/Clerical, NY	78	—	2	1
Broome Comm. College/Maintenance, NY	43	—	2	1
Broward Comm. College, FL	330	83	2	4
Burlington County College, NJ	80	70	2	1
Burlington County College/Support, NJ	129	—	2	1
Butler County Comm. College, KS	112	71	2	1
Butler County Comm. College, PA	137	92	2	1
Butler County Comm. College/Clerical, PA	38	—	2	1
Butte College, CA	175	78	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
California State University System, CA	18,400	82	4	22
Camden County College, NJ	113	80	2	1
Camden County College/Admin., NJ	115	—	2	1
Carl Sandburg College, IL	140	75	2	2
Cayuga County Comm. College, NY	72	78	2	1
Central Comm. College, NE	132	85	2	3
Central Michigan University, MI	595	77	4	1
Central Michigan University/Tech., MI	112	—	4	1
Chaffey Comm. College, CA	525	80	2	1
Chemeketa Comm. College, OR	225	74	2	1
Chemeketa Comm. College/Adjunct, OR	320	84	2	1
Chipola Junior College, FL	70	76	2	1
Chippewa Valley Tech. College, WI	210	85	2	4
Citrus College, CA	359	76	2	1
Clackamas Comm. College, OR	152	75	2	3
Clackamas Comm. College/Adjunct, OR	368	86	2	3
Clackamas Comm. College/ESP, OR	134	83	2	1
Clark College, WA	490	74	2	1
Clatsop Comm. College, OR	40	75	2	1
Clatsop Comm. College/Adjunct, OR	134	99	2	1
Cloud County Comm. College, KS	48	70	2	1
Coast Comm. College Dist./Adjunct, CA	1,232	79	2	3
Colby Community College, KS	151	88	2	1
College of the Sequoias, CA	142	76	2	1
College of the Siskiyous, CA	38	—	2	1
Columbia College/Part-Time Faculty, IL	800	97	4	1
Columbia Basin Comm. College, WA	27	72	2	2
Columbia-Greene Comm. College, NY	49	79	2	1
County College of Morris, NJ	192	75	2	1
County College of Morris/Support, NJ	180	—	2	1
Cowley County Comm. College, KS	42	69	2	1
Cumberland County College, NJ	48	68	2	1
Cumberland County College/Support, NJ	32	—	2	1
Cumberland County College/Tech., NJ	23	—	2	1
Danville Area Comm. College, IL	69	83	2	1
Danville Area Comm. College/Staff, IL	65	83	2	1
Dawson Comm. College, MT	30	75	2	1
Delaware County Comm. College, PA	100	74	2	1
Des Moines Area Comm. College, IA	270	76	2	5
Des Moines Area Comm. College/Support, IA	179	—	2	5
Desert Comm. College, CA	122	88	2	1
Detroit College of Business, MI	35	73	4	1
Detroit/Mercy, University of, MI	219	75	4	1
Detroit/Mercy, University of/Clerical, MI	65	—	4	1
District of Columbia, University of, DC	430	75	4	2
Dodge City Comm. College, KS	55	91	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
DuPage, College of, IL	330	89	2	1
Dutchess Comm. College, NY	200	87	2	1
Dutchess Comm. College/Adjunct, NY	270	87	2	1
Eastern Iowa Comm. College, IA	148	75	2	3
Eastern Washington Univ., WA	341	95	4	1
Edison Comm. College, FL	100	76	2	3
Edison State College, OH	43	85	2	1
Elgin Comm. College/Clerical, IL	100	—	2	1
Endicott College, MA	37	73	4	1
Erie Comm. College, NY	468	78	2	3
Essex County College, NJ	151	68	2	2
Essex County College/Admin., NJ	55	—	2	1
Essex County College/Prof. Assoc., NJ	116	99	2	1
Essex County College/Security, NJ	32	93	2	1
Essex County College/Support, NJ	200	—	2	1
Ferris State University, MI	443	73	4	1
Ferris State University/Admin., MI	10	—	4	1
Ferris State University/Clerical, MI	189	—	4	1
Finger Lakes, Comm. College of the, NY	171	78	2	1
Flathead Valley Comm. College, MT	44	79	2	2
Flathead Valley Comm. College/PT, MT	94	79	2	2
Florida State Univ. System, FL	7,695	76	4	10
Florida State Univ. System/Grad. Assts., FL	4,446	82	4	3
Fort Scott Community College, KS	55	96	2	1
Fox Valley Tech. College, WI	343	68	2	2
Fox Valley Tech. College/Support, WI	283	80	2	2
Fulton-Montgomery Comm. College, NY	81	78	2	1
Fulton-Montgomery Comm. College/Clerical, NY	31	—	2	1
Garden City Comm. College, KS	70	71	2	1
Gateway Technical College, WI	273	82	2	3
Gateway Technical College/Support, WI	120	87	2	3
Gavilan Comm. College, CA	77	77	2	1
Genesee Comm. College, NY	147	78	2	1
Geneva College/Maint., PA	45	—	4	1
Glen Oaks Comm. College, MI	26	68	2	1
Glen Oaks Comm. College/Clerical, MI	25	—	2	1
Gogebic Comm. College, MI	42	65	2	1
Gogebic Comm. College/Clerical, MI	17	—	2	1
Grand Rapids Comm. College/Clerical, MI	91	97	2	1
Grand Valley State Univ./Clerical, MI	240	—	4	1
Green River Comm. College, WA	338	72	2	1
Hartnell College, CA	328	79	2	1
Hawaii, University of, HI	3,421	74	2/4	10

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Hawkeye Comm. College, IA	118	80	2	1
Highland Comm. College, KS	30	—	2	1
Highline Comm. College, WA	369	65	2	1
Hillsborough Comm. College, FL	256	83	2	4
Hiram G. Andrew Center, PA	34	91	2	1
Hocking Technical College, OH	77	86	2	1
Hocking Technical College/Clerical, OH	32	86	2	1
Hudson County Comm. College, NJ	45	89	2	1
Hudson County Comm. College/Support, NJ	70	89	2	1
Hutchinson Comm. College, KS	72	—	2	1
Illinois Eastern Comm. Colleges, IL	94	85	2	4
Imperial Valley College, CA	304	81	2	1
Independence Comm. College, KS	33	70	2	1
Iowa Central Comm. College, IA	92	75	2	1
Iowa Central Comm. College/Support, IA	16	—	2	1
Iowa Lakes Comm. College, IA	83	75	2	2
Iowa Valley Comm. College, IA	76	86	2	2
Iowa Western Comm. College, IA	108	75	2	2
Jackson Comm. College, MI	81	65	2	4
Jackson Comm. College/Clerical, MI	46	—	2	1
Jamestown Comm. College/Clerical, NY	90	—	2	2
Jefferson Comm. College, NY	100	75	2	1
Jefferson Comm. College, OH	29	85	2	1
Jefferson Comm. College/Clerical, OH	9	—	2	1
John A. Logan College, IL	98	72	2	1
John A. Logan College/ESP, IL	75	96	2	1
John A. Logan College/Part-time, IL	70	99	2	1
Johnson County Comm. College, KS	293	80	2	1
Kansas City Kansas Comm. College, KS	136	71	2	1
Kaskaskia College/Staff, IL	60	—	2	1
Keene State College, NH	161	77	4	1
Keene State College/Adjunct, NH	100	00	4	1
Kellogg Comm. College, MI	80	68	2	1
Kellogg Comm. College/Clerical/AP, MI	37	—	2	1
Kellogg Comm. College/Maint., MI	23	—	2	1
Kendall College of Art and Design, MI	14	74	4	1
Kern Comm. College, CA	896	77	2	3
Kirkwood Comm. College, IA	200	75	2	2
Labette Comm. College, KS	40	70	2	2
Laboure College, MA	22	75	2	1
Lackawanna Jr. College, PA	26	79	2	1
Lake Michigan College, MI	—	00	2	1
Lake Superior State University, MI	121	78	4	1

Institution/System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Lake Superior State University/ESP, MI	116	85	4	1
Lakeland Comm. College, OH	115	78	2	1
Lake Tahoe Community College, CA	21	—	2	1
Lakeshore Tech. College, WI	126	68	2	3
Lane Comm. College/FT/PT, OR	648	74	2	1
Lansing Comm. College, MI	322	68	2	1
Lansing Comm. College/Clerical, MI	113	—	2	1
Lassen College, CA	—	00	2	1
Lehigh County Comm. College, PA	81	70	2	1
Lehigh County Comm. College/Support, PA	36	—	2	1
Lewis and Clark Comm. College, IL	79	79	2	1
Long Beach City College/Full-Time unit, CA	299	78	2	2
Long Beach City College/Part-Time unit, CA	600	90	2	1
Lower Columbia College, WA	82	81	2	1
Luzerne County Comm. College, PA	107	71	2	1
Luzerne County Comm. College/Clerical, PA	109	71	2	1
Maine Technical College System, ME	304	—	2	7
Maine Technical College System/Admin., ME	52	—	2	6
Maine, University of-System, ME	1,250	78	4	7
Maine, University of-System/ESP 1, ME	1,246	78	4	9
Maine, University of-System/ESP 2, ME	863	78	4	9
Massachusetts Comm. College System, MA	1,700	76	2	15
Massachusetts Comm. College Sys/Cont'g Ed., MA	1,800	87	2	15
Massachusetts State Colleges, MA	1,535	77	4	9
Massachusetts State Colleges/Cont'g Ed., MA	1,050	87	4	9
Massachusetts State Colleges/Prof. Admin., MA	447	79	4	9
Massachusetts, University of, Lowell, MA	509	76	4	1
Massachusetts, University of, MA	1,800	76	4	4
Massachusetts, University of/ESP, MA	1,293	80	4	2
McHenry County College, IL	73	71	2	1
Medicine and Dentistry, Univ. of/Acad. Prof., NJ	97	84	4	3
Mendocino College/Adjunct, CA	9	94	2	1
Merced College, CA	490	76	2	1
Mercer County Comm. College, NJ	121	70	2	1
Metropolitan Comm. College, NE	159	74	2	4
Miami-Dade Comm. College, FL	600	99	2	1
Michigan State University/AP, MI	1,034	85	4	1
Mid-Michigan Comm. College, MI	32	68	2	2
Mid-Michigan Comm. College/Clerical, Custodial, MI	37	68	2	2
Mid-Plains Comm. College Area, NE	85	76	2	2
Mid-State Tech. College, WI	97	70	2	3
Mid-State Tech. Inst./Support, WI	11	—	2	3
Minnesota Comm. College System, MN	2,200	72	2	26
Minnesota Tech. Colleges, MN	2,500	95	2	34
Minnesota, Univ. of, Duluth, MN	335	—	4	1
Mitchell Tech. Inst./Support, SD	13	—	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Monroe County Comm. College, MI	60	73	2	1
Monroe County Comm. College/Custodial, MI	20	93	2	1
Montana State University-Billings/F/P, MT	199	78	4	1
Montana State College of Tech./F/P, MT	32	—	4	1
Montana, University of/F/P, MT	509	78	4	1
Montcalm Comm. College, MI	23	68	2	1
Montcalm Comm. College/Support, MI	33	68	2	1
Monterey Peninsula College, CA	307	76	2	1
Moraine Park Tech. College/Support, WI	153	83	2	3
Mott Comm. College, MI	384	66	2	1
Mott Comm. College/Prof., Tech., MI	71	—	2	1
Mount Hood Comm. College, OR	160	80	2	1
Mount Hood Comm. College/Adjunct, OR	400	82	2	1
Mount San Antonio College, CA	696	76	2	1
Mount San Jacinto College, CA	63	76	2	2
Muskegon Comm. College, MI	81	65	2	1
Muskegon Comm. College/Clerical, MI	27	—	2	1
Napa Valley College, CA	266	77	2	1
National College, SD	40	76	4	1
Nebraska-Kearney, University of, NE	318	76	4	1
Nebraska State Colleges, NE	239	76	4	3
Nebraska State Colleges/Prof., NE	70	94	4	3
Neosho County Comm. College, KS	44	—	2	1
New Mexico Highlands University, NM	112	98	4	1
Niagara County Comm. College, NY	225	78	2	1
Niagara County Comm. College/Clerical, NY	120	—	2	1
Nicolet Area Tech. College, WI	84	86	2	2
Nicolet Area Tech. College/Support, WI	59	87	2	2
Nicolet Area Tech. College/Maint., WI	5	79	2	2
North Central Michigan College, MI	31	80	2	1
North Central Tech. College, WI	169	69	2	6
North Central Tech. College/Clerical, WI	92	92	2	6
North Central Tech. College/Tech., WI	39	78	2	6
North Country Comm. College, NY	65	78	2	3
North Orange County Comm. College, CA	515	79	2	2
Northeast Iowa Comm. College/Area I, IA	143	75	2	2
Northeast Iowa Comm. College/Area IV, IA	32	75	2	1
Northeast Iowa Tech. College, IA	21	75	2	2
Northeast Iowa Tech. College/Support, IA	11	—	2	1
Northeast Comm. Colleges, NE	90	90	2	1
Northeast Wisconsin Tech. College, WI	247	72	2	3
Northeast Wisconsin Tech. College/Clerical/Tech., WI	162	81	2	3
Northeast Wisconsin Tech. College/Clerical-Oper., WI	33	80	2	3
Northern Iowa, University of, IA	655	91	4	1
Northern Mich. University/Tech. & Appl. Sci., MI	25	80	2	1
Northern Montana College, MT	75	79	4	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Northwest Tech. College, OH	46	75	2	1
Northwest State Comm. Coll./ESP, OH	20	86	2	1
Northwest State Comm. Coll., OH	74	75	2	1
Oakland Comm. College, MI	295	71	2	5
Oakland University/ESP, MI	235	00	4	1
Oakton Comm. College, IL	151	86	2	1
Oakton Comm. College/Part-time, IL	118	85	2	1
Ocean County College, NJ	128	68	2	1
Ocean County College/Support, NJ	148	—	2	1
Ocean County College/Admin.-Primary, NJ	33	93	2	1
Ocean County College/Admin.-Supervisory, NJ	19	93	2	1
Olympic College, WA	401	64	2	1
Orange County Comm. College, NY	203	78	2	2
Palm Beach Comm. College, FL	200	75	2	4
Palo Verde Comm. College, CA	57	80	2	1
Pasadena City College, CA	348	79	2	1
Passaic County Comm. College, NJ	62	72	2	1
Passaic County Comm. College/Admin., NJ	54	93	2	1
Passaic County Comm. College/Support, NJ	76	—	2	1
Peirce Junior College, PA	22	92	2	1
Pennsylvania College of Technology, PA	218	71	2/4	2
Pensacola Junior College, FL	240	85	2	3
Pima Comm. College, AZ	287	78	2	5
Pittsburg State Univ., KS	218	74	4	1
Pratt Comm. College, KS	34	77	2	1
Rancho Santiago Comm. College/Cont'g Ed., CA	509	77	2	2
Raritan Valley Comm. College/Admin., NJ	45	—	2	1
Renton Technical College/ESP, WA	—	—	2	—
Rhode Island, Comm. College of, RI	320	72	2	3
Rhode Island, Comm. College of/Prof. Staff, RI	130	80	2	2
Rhode Island, Comm. College of/Clerical, RI	189	—	2	2
Rhode Island School of Design, RI	114	78	4	1
Rhode Island School of Design/Adjunct, RI	80	80	4	1
Rhode Island, University of/Physicians, RI	4	79	4	1
Rhode Island, University of/Prof., RI	241	—	4	1
Rhode Island, University of/Clerical, RI	488	—	4	1
Rio Hondo Comm. College, CA	660	79	2	1
Riverside Comm. College, CA	785	78	2	3
Robert Morris College/Custodial, PA	65	—	4	1
Roger Williams College, RI	243	72	4	2
Roger Williams College/Clerical, RI	59	—	4	1
Roger Williams College/Custodial, RI	34	—	4	1
Rogue Comm. College/FT/PT, OR	365	75	2	1
Roosevelt University/PT, IL	350	00	4	2

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Saddleback Comm. College, CA	984	76	2	2
Saginaw Valley State University, MI	196	72	4	1
Saginaw Valley State University/Clerical, Custodial, MI	161	78	4	1
St. Bernard Parish Comm. College, LA	30	—	2	1
St. Clair County Comm. College, MI	81	68	2	1
St. Clair County Comm. College/Clerical, MI	72	—	2	1
Saint Leo University, FL	56	79	4	1
St. Louis Comm. College, MO	435	77	2	3
Salem Comm. College, NJ	35	75	2	1
Salem Comm. College/Support, NJ	14	—	2	1
San Bernardino Comm. College, CA	643	84	2	2
San Joaquin Delta College, CA	633	77	2	1
Santa Clarita Comm. College/Dist. 6, CA	260	77	2	1
Sauk Valley College, IL	60	69	2	1
Schenectady County Comm. College, NY	76	78	2	1
Schoolcraft College, MI	353	72	2	1
Schoolcraft College/Clerical, MI	59	—	2	1
Schoolcraft College/Maintenance, MI	42	—	2	1
Shasta College, CA	394	76	2	1
Shawnee Comm. College, IL	42	84	2	1
Shawnee State University, OH	114	75	4	1
Shawnee State University/ESP, OH	208	75	4	1
Sierra Comm. College Dist., CA	502	77	2	1
Skagit Valley College, WA	379	65	2	2
Solano Comm. College, CA	384	76	2	1
South County Community College, CA	895	78	2	2
South Dakota University System, SD	1,168	77	4	6
Southeast Comm. College/Prof., NE	70	94	4	3
Southeastern Comm. College, IA	89	87	2	2
Southeastern Comm. College/Prof., IA	70	94	4	3
Southeastern Comm. College/Support., IA	55	91	2	3
Southeastern Illinois College, IL	67	85	2	1
Southeastern Voc. Tech. Inst./Clerical, SD	10	—	2	1
Southern Illinois Univ.-Carbondale, IL	725	96	4	1
Southern Illinois Univ.-Carbondale/Staff, IL	—	—	4	1
Southern Illinois Univ.-Carbondale/ESP, IL	635	78	4	1
Southern Illinois Univ.-Edwardsville/AP, IL	280	88	4	2
Southern Illinois Univ.-Edwardsville/Tech., IL	100	92	4	2
Southern State Comm. College, OH	43	85	2	3
Southwestern Comm. College, CA	214	77	2	2
Southwestern Comm. College, IA	44	75	2	2
Spokane, Comm. Colleges of, WA	453	70	2	2
Spoon River College, IL	35	73	2	1
Spoon River College/Tech., IL	30	92	2	1
Spoon River College/Correctional Center, IL	8	92	2	1
State College & University Professional Assn., PA	480	78	—	14
Sullivan County Comm. College, NY	120	78	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Sullivan County Comm. College/Staff, NY	111	—	2	2
Suomi College/Support, MI	15	—	2	1
Taft College, CA	54	76	2	1
Thaddeus Stevens State School of Tech., PA	39	72	2	1
Tompkins-Cortland Comm. College, NY	91	82	2	1
Treasure Valley Comm. College, OR	55	80	2	1
Ulster County Comm. College/Staff, NY	57	84	2	1
Union County College/Acad. Prof., NJ	67	—	2	4
Union County College/Clerical, NJ	90	—	2	4
Union County College/Maintenance, NJ	39	—	2	4
Union County College/Support, NJ	18	—	2	4
Victor Valley College, CA	89	76	2	1
Walla Walla Comm. College, WA	255	68	2	3
Warren County Comm. College, NJ	12	92	2	1
Warren County Comm. College/ESP, NJ	—	97	2	1
Washtenaw Comm. College, MI	209	66	2	1
Washtenaw Comm. College/OPT, MI	100	98	2	1
Waukesha County Tech. College, WI	208	67	2	3
Waukesha County Tech. College/Support, WI	205	80	2	3
Wenatchee Valley College, WA	65	65	2	2
West Hills Comm. College, CA	50	77	2	1
Westmoreland County Comm. College, PA	105	72	2	1
Westmoreland County Comm. College/Support, PA	12	—	2	1
West Shore Comm. College, MI	23	84	2	1
Western Montana College, MT	47	83	4	1
Western Iowa, Tech. Comm. College, IA	88	76	2	1
Western Nebraska Comm. College, NE	70	76	2	2
William R. Harper Comm. College/Custodial, IL	85	—	2	1
William R. Harper Comm. College/Part-time, IL	400	94	2	1
Williamsport Area Comm. College, PA	158	72	2	2
Youngstown State University, OH	362	72	4	1
Youngstown State University/Support, OH	120	85	4	1
Youngstown State University/AP, OH	359	86	4	1

Notes:

[1] Unit size is full-time, or full-time and part-time, as reported by unit. Units are faculty unless otherwise stated. AP = Academic Professional unit. AS = Administrative staff unit.

[2] This table employs the definition of a branch campus used by the National Center for Education Statistics. A branch campus, notes the NCES definition, possesses these characteristics: a permanent administration, programs offered that are at least two years in length, location not within commuting distance of the parent campus.

[3] While we believe the list to be accurate, unit size and affiliation change. If there are errors in the list, please write to the Higher Education Office, NEA, with updated information, and the listing will be corrected.

Higher Education Collective Bargaining And the Law

by Gregory M. Saltzman

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Saltzman co-authored "Public Sector Collective Bargaining in Michigan: Law and Recent Developments," to be published in 2001. His journal articles include studies of faculty and staff participation in college and university governance, public opinion concerning striker replacement, the U.S. and Canadian health insurance systems, the impact of managed care on mental health services for women, and efforts of an auto parts plant to screen out union sympathizers during hiring.

Saltzman's research includes an evaluation of the impact of a wellness counseling program on absenteeism and health care costs.

Labor law substantially affects union organizing and collective bargaining; those involved in higher education labor relations thus must master its intricacies. The *NEA 1998 Almanac* reviewed labor law related to higher education, and the *NEA 2000 Almanac* examined legal issues related to part-time faculty and graduate teaching assistants.[1] This chapter updates those reviews, emphasizing legal developments since 1997 in these areas:

- Are faculty "employees" as defined by the National Labor Relations Act (NLRA)?
- Are TAs "employees" as defined by bargaining laws?
- Privatization and bargaining rights.
- Protected rights to organize and bargain: other developments.
- Definition of the bargaining unit.
- The duty to bargain.
- Enforceability of collective bargaining agreements.
- Contract rights and statutory rights.
- Duty of fair representation.
- Agency shop and union shop provisions.
- Other rights of union members and union dissidents.
- Future prospects.[2]

ARE FACULTY "EMPLOYEES" AS DEFINED BY THE NLRA?

Faculty members at private colleges and universities and graduate teaching assistants (TAs) often lacked a legally protected right to organize and bargain collectively. The Supreme Court deemed faculty to be managers, and labor boards deemed TAs to be students—and therefore not covered as "employees" under bargaining laws. But recently, labor boards have tended to classify faculty at private institutions and TAs as employees with protected rights to organize and bargain.

Classifying faculty at private institutions as managers not protected by the NLRA began with the U.S. Supreme Court's 1980 *Yeshiva* ruling.[3] *Yeshiva* did not prohibit faculty

unionization, but most faculty lacked the militancy and power to win union recognition without legal protection. *Yeshiva*, noted a journalist, "crippled" union organizers at private colleges for 20 years.[4]

But two rulings of the Clinton-era National Labor Relations Board (NLRB) eroded the *Yeshiva* doctrine—a 1997 *University of Great Falls* (UGF) decision,[5] and a June 2000 decision not to hear an appeal of the NLRB regional director's Manhattan College decision.[6] Faculty at both institutions sought representation by the American Federation of Teachers (AFT). The NLRB ruled that they had a protected right to organize and bargain since they had insufficient authority to be considered managers under *Yeshiva*.

At UGF the NLRB upheld the NLRB regional director's decision that spelled out criteria for managerial status for faculty in private institutions. Employee or managerial status, ruled the director, depended primarily on their authority over academic policy matters such as curriculum, grading systems, course scheduling, and admission standards:

> Professors may not be excluded merely because they determine the content of their own courses, evaluate their own students, and supervise their own research.... [I]t is faculty member's [sic] participation in the formulation of academic policy that aligns their interest with that of management.... In cases where there is substantial indicia of faculty's managerial status in academic areas, an administration's frequent rejection of faculty recommendations in nonacademic areas, such as faculty promotion and tenure, would not preclude a managerial finding.... Nor does effective recommendation in such nonacademic matters as tenure or promotion require a managerial conclusion.[7]

The UGF faculty, the director found, made recommendations in many policy areas, but they would be managers only if "nearly all recommendations are routinely approved by the administrative hierarchy, without review."[8] UGF faculty, he concluded, were not managers by this standard. Nor was representation on key committees sufficient to make faculty managers, since "Decisions or recommendations made by committees only a minority of whose members consist of faculty representatives cannot be said to be faculty decisions or recommendations."[9]

Another NLRB regional director reached a similar conclusion at Manhattan College: "[W]hile it is clear that the faculty has an obvious and pervasive influence on curricular and academic life at the College, their lack of majority representation on committees empowered to create academic policy militates against finding them managerial employees."[10] The director also cited an NLRB ruling in a hospital case that a party seeking the exclusion of employees had to prove the employees were managers.[11] The Manhattan College faculty voted against union representation, but the NLRB's refusal to review the director's order suggested that the board wanted to narrow the application of *Yeshiva*.[12]

Yeshiva is not dead. The NLRB cannot overturn the Supreme Court's decision, nor is Congress likely to do so. Further, UGF filed another appeal with the NLRB and said it would appeal in court if the NLRB rules for the union a second time.[13] Still, the NLRB is likely to extend the protection of the NLRA to faculty in other private colleges or universities by distinguishing the local facts from the specifics in the *Yeshiva* decision, *if* the board continues to have a pro-union majority.

At press time, the NLRB had pending cases involving faculty at private institutions at Seton Hall University in New Jersey, and at the Sage Colleges in New York. In June 2000, the labor attorney for the Sage Colleges allegedly told department heads and program coordinators they were supervisors unprotected by the NLRA and threatened disciplinary action if they wore union buttons or discussed pro-union activities on their home telephones.[14] The Sage Faculty Association (SFA), noted an NEA organizer, deterred any disciplinary action by stating that it would publicize any sanctions in the surrounding community (Albany).[15] In September 2000, SFA filed a union representation petition with the NLRB, supported by 110 of the 160 full-time faculty members.[16]

ARE TAs "EMPLOYEES" AS DEFINED BY BARGAINING LAWS?

For graduate assistants, the counterpart to the *Yeshiva* decision was a 1974 NLRB ruling that Stanford University research assistants (RAs) were not employees for purposes of the

NLRA. Their research, said the NLRB, was required for their graduate degrees, regardless of whether they were paid for their efforts.[17] This reasoning seems less applicable to TAs than to RAs since many graduate programs have no teaching requirements, and TAs often teach more than the amount required to receive their degrees in programs requiring some teaching. But neither RAs nor TAs had legally protected bargaining rights, argued administrators in private universities for 26 years after the *Stanford* ruling, because they were primarily students, and their work was part of their training.

A breakthrough came in April 2000, when an NLRB regional director ruled that 1,700 TAs, RAs, and other graduate assistants at New York University (NYU) were employees covered by the NLRA.[18] Later that month, the NLRB held the first NLRB representation election for a TA bargaining unit. This determined if the NYU graduate assistants wanted to be represented by the United Auto Workers (UAW). But NYU appealed the regional director's decision to the NLRB in Washington, and the ballots were impounded. In October 2000, the Board upheld the director's decision that NYU graduate assistants have a protected right to organize and bargain.[19] The NLRB stated:

> [W]e find there is no basis to deny collective bargaining rights to statutory employees merely because they are employed by an educational institution in which they are enrolled as students.... [U]nless a category of workers is among the few groups specifically exempted from the [National Labor Relations] Act's coverage, the group plainly comes within the statutory definition of "employee."[20]

The NLRB counted the ballots from the NYU representation election after the board's ruling and determined that the NYU graduate assistants had voted for union representation.[21] More important, judicial affirmation of the board's ruling could lead to rapid unionization of TAs and possibly RAs at other private universities.

TAs at public universities have long had protected bargaining rights in some states, but elsewhere the status of TAs as "employees" for purposes of public-sector bargaining laws remained contentious. In June 2000, an Illinois appeals court ruled that state bargaining law covered some TAs and RAs at the University of Illinois at Urbana-Champaign who were seeking AFT representation.[22] This ruling overturned a 1998 finding by the Illinois Educational Labor Relations Board (IELRB). Graduate assistants whose job duties were not closely related to their academic programs, the court ruled, had the same right to organize and bargain as other educational employees. The court remanded the case to the IELRB to determine which graduate assistants met this condition.

In October 2000, the Pennsylvania Labor Relations Board ruled that Temple University TAs were employees, accepting the representation petition of another AFT affiliate. The board ordered a hearing officer to determine the bargaining unit.[23] This precedent could also apply to TAs at other public universities in Pennsylvania.

In December 1998, the California Public Employment Relations Board ruled that TAs at UCLA were employees with collective bargaining rights. TAs on eight University of California (UC) campuses voted for union representation in spring 1999.[24] Negotiations over a first contract were stalemated for several months after the elections. "The university hasn't come to terms with the change that the elections last year meant," asserted a union representative.[25] Meanwhile, faculty leaders, who had not opposed recognition of a TA union, wished to ensure that a TA contract did not undermine faculty authority over academic matters.[26] But in May 2000, the UC administration and the UAW—representing 10,000 TAs on the eight UC campuses—reached an agreement, and the TAs voted overwhelmingly to ratify this first contract.[27]

In March 2000, TAs at the University of Washington (UW) petitioned for a representation election.[28] The UW administration did not recognize the union—the UAW—and had no legal obligation to do so; but a count verified that 80 percent of UW TAs signed union representation cards.[29] In December 2000, hours before a TA strike was to begin, UW recognized the union as the representative of those who signed union cards and agreed to meet and confer with the union on wages, hours, and benefits. UW and the union agreed jointly to seek legislation giving TAs protected bargaining rights, and UW agreed to bargain collectively if and when the bill passes.[30]

TAs elsewhere also showed interest in organizing. For example, Oregon State University TAs voted for AFT representation in the fall of 1999.[31] If labor boards and courts rule that TAs are employees protected by bargaining laws, then TAs on many campuses may be ripe for organizing.

PRIVATIZATION AND BARGAINING RIGHTS

Two rulings addressed the impact of privatization on bargaining rights. In 1996, the University of Cincinnati (UC) transferred the UC Hospital to a private corporation. UC terminated all hospital employees, but the corporation offered to reemploy them. Replacing state labor board oversight with NLRB jurisdiction would strengthen management's position, noted a confidential memorandum by the provost for health affairs, who initiated the privatizing. Privatization also eliminated the established bargaining rights of the union representing medical interns and residents, since the NLRB then considered house staff to be students, not employees. In 1998, the Ohio Supreme Court overturned a state labor board ruling that privatization was not an unfair labor practice (ULP). The court ordered the labor board to issue a ULP complaint and conduct a hearing on the charge.[32]

Under the second ruling, the NLRA covered employees of outside contractors of public institutions. This 1999 ruling, by the U.S. Court of Appeals, involved the food service operations of the Aramark Corporation.[33] Aramark refused to comply with an NLRB order that it bargain with unions representing food service workers at The Citadel and the Duval County, Florida public schools, arguing that the NLRB had no jurisdiction. Aramark was a private employer but claimed that its contracts with these public institutions left it insufficient control over its labor relations to bargain meaningfully with a union. The Court of Appeals enforced the NLRB's bargaining orders, ruling that the board need not consider whether a public institution effectively controlled a private contractor before exercising jurisdiction.

The Aramark case shows how privatization can erode union contract coverage. The Duval County school district operated its own food service program, staffed by public employees covered by a collective bargaining agreement, but contracted its operations to Aramark in July 1990. All food service workers employed at that time, stated the agreement, retained their public employee status and remained in the bargaining unit. But all new hires were Aramark employees and were not members of the bargaining unit. The new hires were stranded in a labor law "no man's land," covered neither by the NLRA nor by Florida's public employee bargaining law. The NLRB regional director (1994) and the Florida Public Employee Relations Commission (1995) rejected petitions for union representation elections, refusing to assert jurisdiction. But the NLRB asserted jurisdiction in 1996, and the union won the Aramark representation election in 1997.[34] The NLRA, under the 1999 Appeals Court ruling, covers employees of private contractors. But privatization may require a bargaining agent to win a new representation election under the NLRA, even if previously certified under a public-sector law.

PROTECTED RIGHTS TO ORGANIZE AND BARGAIN: OTHER DEVELOPMENTS

Other legal developments related to protected rights to organize and bargain include:

- the expiration of New Mexico's public sector bargaining law in 1999.
- a state labor board ruling that full-time lecturers were not casual or temporary employees.
- a state court ruling that head coaches at universities were not supervisors.
- an NLRB ruling that concerted activity need not involve a union to be protected.

In a rare case, some New Mexico employees lost statutory protection of the right to organize and bargain.[35] In 1992, New Mexico enacted a public-sector bargaining law, covering colleges, universities, and other public employers. To gain passage, unions agreed to a "sunset" provision: the law would expire on July 1, 1999 unless extended by new legislation. "When Republican [Gary] Johnson beat Democrat Martin Chavez in the 1998 governor's race," noted a journalist early in 1999, "the collective-bargaining law's fate might

have been sealed."[36] The law expired when Johnson vetoed three bills to extend the law passed by the Democratic-controlled New Mexico legislature in 1999.[37] The New Mexico Supreme Court denied a union petition to keep the law alive.[38]

Some, but not all, higher education employees lost collective bargaining when the law expired. Regents eliminated collective bargaining at Northern New Mexico Community College and New Mexico Highlands University.[39] "If the state says we don't have to negotiate," said Northern's executive vice president, "we won't negotiate."[40] But regents at the University of New Mexico (UNM) and Albuquerque Technical Vocational Institute maintained their collective bargaining relationships, and UNM regents also expressed willingness to negotiate with a proposed new bargaining unit.[41]

Are lecturers at Eastern Michigan University (EMU) casual or temporary employees, and therefore not protected under Michigan's public-sector bargaining law? The Michigan Employment Relations Commission (MERC) said yes in 1997.[42] But the union raised the issue again, this time excluding part-timers from the proposed bargaining unit. In December 1999, MERC ruled that EMU lecturers with full-time appointments were not casual employees and therefore had a protected right to organize and bargain.[43]

Supervisors lack protected bargaining rights under the NLRA and some public-sector bargaining statutes. But are head coaches at university athletic departments supervisors? These coaches, ruled the Pennsylvania Labor Relations Board, exercised supervisory authority only sporadically and therefore may be included in the rank-and-file bargaining unit with assistant coaches. A state appeals court upheld the labor board ruling in 1999.[44]

The NLRB ruling on non-union concerted activity arose at Alameda Technical College, in California. Seven student recruiters signed a letter to the college president protesting employment conditions. Nine days later, the president fired two signers, including the employee who drafted the letter. But the NLRB ordered the college to reinstate the employees with back pay. "Protected concerted activity does not have to be union activity," noted the NLRB, "If two or more employees band together to better their working conditions, the activity is protected."[45]

DEFINITION OF THE BARGAINING UNIT

The definition of the bargaining unit determines who votes in a union representation election, and who the union contract covers, if the union wins. Employees must share a community of interest to be grouped together in a bargaining unit. A case at Alpena Community College in Michigan involved a diverse residual group of 30 employees—including a parking attendant, bookstore manager, biology lab assistant, and placement coordinator—not included in the established bargaining units for faculty, building service employees, and clerical employees. The state labor board accepted a Michigan Education Association (MEA) petition to "accrete" the residual unit to the existing MEA clerical unit and ordered an election to determine if the group members wanted to join the unit. The Michigan Court of Appeals stayed the election, saying the employees in the residual group did not have a community of interest. But the Michigan Supreme Court reinstated the board decision.[46] Community of interest, the Supreme Court noted, had to be balanced against avoiding a proliferation of fragmented bargaining units.

Employers sometimes seek to define the bargaining unit to assure the union cannot win a majority in a representation election. The Nova Southeastern University (Florida) administration objected to a unit of 140 employees, proposed by the United Faculty of Florida (UFF), when Nova faculty members sought a representation election. The university requested exclusion of the 55 undergraduate faculty, a pro-union group, from the unit—and inclusion of 54 distance education faculty, an anti-union group, some of whom hired and supervised adjunct faculty at sites in 49 cities in the United States, Canada, and abroad. The NLRB regional director agreed to the addition but not to the exclusion, noting the NLRB's pre-*Yeshiva* ruling in the *Boston University* case that undergraduate and graduate faculty could be included in a single unit.[47] In 1998, the NLRB denied Nova Southeastern's appeal of the director's decision to include the undergraduate faculty

members.[48] But adding the 54 distance education faculty turned the tide: UFF lost the May 1998 election, 73 to 50.[49]

Employers typically cannot directly appeal labor board rulings on unit determination. But they can refuse to bargain with the certified bargaining representative and appeal a labor board's ULP ruling by claiming the bargaining unit was inappropriate. In 1997, nonfaculty employees at the University of Rio Grande in Ohio narrowly voted for United Mine Workers representation. But the university refused to bargain, arguing the NLRB improperly excluded contracted service employees from the bargaining unit. In 1999, the U.S. Court of Appeals upheld the NLRB's bargaining order, noting that the courts defer to the NLRB on unit determination issues unless an NLRB decision is "arbitrary, unreasonable, or an abuse of discretion."[50]

The Court of Appeals took the same stance in a decision involving Case Western Reserve University (CWRU). CWRU challenged an NLRB decision to add three maintenance workers who did unskilled electrical work to an existing bargaining unit of electricians, arguing that a better unit would include all 40 maintenance workers, and not just those who did electrical work. But in 1997, the court upheld the NLRB decision, noting that "the Board is not required to select the most appropriate unit.... It need only select 'an' appropriate unit."[51]

A 1995 Illinois statute, in contrast, allowed the state labor board no such discretion, nor did it continue the state's policy of considering the bargaining history when determining appropriate units. The law changed Sangamon State University to the University of Illinois at Springfield, the university's third campus. "The sole appropriate bargaining unit for academic faculty at the University of Illinois," stated the law, shall be a system-wide unit including all faculty on all three campuses, "regardless of current or historical representation rights."[52] This provision effectively wiped out the faculty bargaining unit established in 1988 at Sangamon State, since the union did not have majority support in the new three-campus unit. The union challenged the constitutionality of the law, alleging retaliation by the Republican governor and legislature for union support of Democrats in the 1994 election.[53] The U.S. Court of Appeals rejected the challenge, noting other plausible rationales for the legislation, such as encouraging the integration of Sangamon State into the university system.[54]

THE DUTY TO BARGAIN

Legal disputes about the duty to bargain sometimes arise if an employer refuses to provide information the union needs for negotiations. For example, in 1997, the NLRB ordered Hofstra University to give the clerical union the report of a consultant hired to evaluate the university's clerical operations.[55] More often, such disputes concern the scope of bargaining—the subjects that must be negotiated.

Employers must bargain over mandatory subjects of bargaining if the union so requests, but they have no obligation to bargain over permissive subjects. The trade, maintenance, and custodial employees of the University of Alaska unionized in 1993 and asked in their first contract negotiations (1994) to bargain over the university's policy restricting smoking in its buildings and vehicles. The university refused, asserting the smoking policy was a permissive subject over which it had no duty to bargain. The smoking policy, ruled the Alaska Supreme Court ruled in 1998, was a mandatory subject. But the court added, the union waived its right to bargain over this subject for the duration of the contract signed in 1995, which included a "zipper" clause.[56]

Can employers make unilateral changes without negotiating with the union? No, when the changes affect mandatory subjects of bargaining;[57] but yes, when they affect only permissive subjects. The Grand Rapids Community College administration relied on this distinction when it unilaterally restricted the opportunity for faculty members to accept overload teaching hours. The restriction, the administration argued, was a permissive subject. The state labor board agreed, but the Michigan Court of Appeals reversed the board.[58] The aggregate number of hours of overtime available to the bargaining unit was a permissive subject, ruled the court, but allocating these overtime hours to individual faculty members was a mandatory subject.

Some scope of bargaining disputes involve prohibited subjects. In the private

sector, prohibited subjects concern actions that the employer cannot take even unilaterally. In contrast, prohibited subjects in the public sector often concern decisions that legislators, labor boards, or judges want public employers to make without any union input.

Examples from Ohio, Hawaii, and South Dakota show how prohibited subjects are used to curb union influence. A 1993 Ohio law prohibited bargaining of faculty workload policies and required state universities to increase the time that faculty spent teaching undergraduates. A faculty union challenged the law's constitutionality, but the U.S. Supreme Court ruled the law constitutional in 1999.[59] The Ohio Supreme Court, which earlier ruled that the 1993 law violated the U.S. and the Ohio constitutions, reversed its judgment concerning the Ohio constitution when the U.S. Supreme Court remanded the case.[60]

In Hawaii, state employees were traditionally paid on the 15th and last day of each month. A 1997 statute authorized state agencies to delay paychecks by up to three days, at six different times, to adjust paychecks for absenteeism. The pay lags, the law stated, were not subject to collective bargaining. But the faculty union, whose collective bargaining agreement did not expire until 1999, obtained a preliminary federal injunction against the law, saying it violated the Contract Clause of the U.S. Constitution. The U.S. Court of Appeals affirmed the district court's ruling and upheld the preliminary injunction.[61]

In South Dakota, the labor agreement between the Regents of the state university system and the South Dakota Education Association (SDEA) expired in 1996. After bargaining to impasse in Spring 1997, the Regents unilaterally imposed the terms of their last offer. A 1998 appropriations statute specified that salary increases to faculty at state universities were to be distributed "in a manner to be determined at the sole discretion of the Board of Regents, any other provisions of chapter 3-18 [South Dakota's public-sector bargaining law] notwithstanding."[62] The Regents refused further negotiations about the distribution of salary increases.

SDEA asked the South Dakota Supreme Court to prohibit the Regents from implementing this provision of the appropriations statute. The Supreme Court agreed, in part, ruling that the statute violated the state constitution to the extent that it amended or repealed provisions of the public-sector bargaining law.[63] The court ordered the Regents to bargain with the union prior to distributing funds appropriated for salary increases.

ENFORCEABILITY OF COLLECTIVE BARGAINING AGREEMENTS

Can a public employer violate a labor agreement during a fiscal crisis? The labor agreement with the faculty union at the University of the District of Columbia (UDC) regulated reductions in force (RIFs). In 1997, a Control Board established to address the District's financial management problems directed UDC trustees to reduce the faculty "notwithstanding the provisions of any collective bargaining agreement." The Control Board, ruled the U.S. Court of Appeals in 1998, lacked the authority to abrogate existing collective bargaining contracts.[64]

Who adjudicates disputes about terminating a collective bargaining agreement—arbitrators or courts?[65] New England Cleaning Services (NECS) had an agreement with the Service Employees International Union (SEIU) covering employees who worked at Harvard University. When Harvard discontinued NECS services, NECS notified SEIU that it was terminating the collective bargaining agreement, citing a provision permitting either party to terminate by giving written notice. SEIU, claiming NECS improperly terminated the agreement, requested arbitration under the grievance and arbitration clause of the contract. But NECS claimed the company was not obligated to submit to arbitration since there was no longer a collective bargaining agreement in force. If a union has a broad arbitration clause covering all types of disputes, ruled the U.S. Court of Appeals in 1999, an arbitrator would handle disputes about contract termination. But in this case, the court determined, the arbitration clause covered only employee grievances, not disputes about contract termination.

A Wisconsin case concerned a new requirement by Northcentral Technical College (NTC) that faculty complete 18 graduate credits in their teaching field within five years.[66] The faculty union grieved, but NTC

rejected the grievance and sought an injunction barring arbitration. The trial court ordered arbitration on whether the five-year timetable violated the labor contract; it denied arbitration on whether the 18-credit rule breached the contract. But, ruled the appeals court in 2000, all issues raised by the union were arbitrable, including the 18-credit rule. "Grievances enjoy a broad presumption of arbitrability," noted the appeals court.

> The judicial role on determining arbitrability is limited. Courts do not examine whether the grieved conduct breached the contract.... Rather, they look no further than whether an arbitration clause exists and whether it is susceptible by any reasonable construction to cover the grievance.[67]

Courts usually enforce arbitration rulings that interpret a labor agreement. A Cheyney University probationary employee was arrested for speeding while driving a state-owned car. The police impounded the car when the worker failed to produce a valid driver's license, and the university terminated the employee. An arbitrator reinstated the worker, but a lower court vacated the arbitrator's award, noting the employee's probationary status. But the Supreme Court of Pennsylvania reversed this decision in 1999, upholding the arbitrator's ruling. A court, the decision noted,

> will only vacate an arbitrator's award where the award indisputably and genuinely is without foundation in, or fails to logically flow from, the collective bargaining agreement.... An analysis of the "reasonableness" of an award too easily invites a reviewing court to ignore its deferential standard of review and substitute its own interpretation of the contract language for that of the arbitrator.[68]

But judges may decide that arbitration rulings contradict a contract. The union contract at Hocking Technical College specified, "Any employee accumulating ... (7) seven unexcused absences in any consecutive 365 calendar day period will be subject to discharge for just cause."[69] The college fired a media technician who was absent from work without excuse seven times and late to work at least 21 times in less than seven months. The arbitrator reinstated the employee, without back pay, because the college failed to give formal warnings that this conduct made the technician subject to discharge. But the county court vacated the arbitrator's award, asserting the arbitrator added a procedural requirement not in the collective bargaining agreement. The Ohio Court of Appeals upheld the county court.

CONTRACT RIGHTS AND STATUTORY RIGHTS

Some employer actions are regulated by a collective bargaining agreement and by statute or the Constitution. Overlap or conflicts may therefore exist between employee contract rights and statutory or constitutional rights.

Sometimes, the availability of grievance arbitration does not foreclose the right to sue in the courts. In 1974, the U.S. Supreme Court ruled that taking a grievance about racial discrimination to arbitration under procedures provided by a collective bargaining agreement does not cause the employee to forfeit the right to file suit under Title VII of the Civil Rights Act of 1964.[70] Similarly, in 1998, the U.S. Supreme Court ruled that having grievance arbitration available under a union contract does not cause an employee to forfeit the right to sue under the Americans with Disabilities Act of 1990 (ADA), unless the agreement to arbitrate ADA claims was "clear and unmistakable."[71] A community college professor disciplined for using profane language in the classroom, ruled a U.S. district court in 1999, need not exhaust contractual remedies before challenging an alleged violation of a Constitutional right to free speech in court.[72]

But having contract rights sometimes undermines an employee's ability to sue in court to enforce statutory or Constitutional rights. In 1995, Portland State University placed a tenured professor on unpaid sick leave and threatened him with termination if he did not provide an evaluation from a mental health professional concerning his fitness to return to duty. The professor sued, alleging the university violated his due process rights under the U.S. Constitution by placing him on unpaid sick leave without following the Oregon Administrative Rules. The professor, though covered by a collective bargaining agreement, had not filed a grievance under

the contract. The U.S. Court of Appeals ruled, two to one, that the grievance procedure available under the agreement provided all the due process guaranteed by the Constitution.[73]

DUTY OF FAIR REPRESENTATION

The duty of fair representation requires unions with exclusive bargaining rights to serve in good faith as the agent of each bargaining unit member. A union could not, for example, seek contract language requiring the dismissal of Black bargaining unit members to create more job opportunities for white members.[74] Nor could a union "arbitrarily ignore a meritorious grievance or process it in a perfunctory fashion."[75]

Many duty of fair representation complaints involve fired employees. The employee must allege that the union breached its duty of fair representation if the employee wants to sue the employer under §301 of the Labor Management Relations Act for breach of the collective bargaining agreement. When a Howard University campus police officer was fired in 1995, the union's business representative tried to prosecute a wrongful termination grievance on the officer's behalf. But the union's vice president repeatedly stymied the representative. The fired police officer hired a lawyer to file suit, but the lawyer failed to follow through. Eventually, the officer filed a hybrid §301/fair representation suit. But the U.S. Court of Appeals dismissed the suit in 1998, saying the officer filed the suit after the six-month statute of limitations expired.[76]

Also in 1995, Howard abolished the positions of 70 university hospital employees as a result of a RIF. Five terminated employees filed a hybrid §301/fair representation suit against the local and international unions. The international, the plaintiffs alleged, should have made the local—the exclusive bargaining representative—perform its duties under the collective bargaining agreement. But, ruled a federal district judge, "International unions are distinct legal entities and, absent an agency relationship, are not vicariously liable for the activities of their locals or members."[77]

AGENCY SHOP AND UNION SHOP PROVISIONS

How do unions address the problem of "free riders" who receive all benefits of union representation without paying any of the union's operating costs? SEIU Local 1107 confronted the free rider problem in 1994, when 100 union members in an SEIU bargaining unit at the University Medical Center of Southern Nevada revoked their union dues authorization forms. The union announced a fee schedule for representing nonmembers in grievance matters. Some nonmembers alleged that this policy was a ULP because it coerced them into joining the union, but the state labor board disagreed. On appeal, the Supreme Court of Nevada ruled that the union's fee schedule did not violate Nevada's right-to-work law.[78] The fee-for-service arrangement could continue.

In states without right-to-work laws, unions often seek agency shop (fair share) or union shop provisions requiring all bargaining unit members to pay their proportionate share of the cost of representation, regardless of whether a member needs grievance or arbitration representation. Dissenting bargaining unit members may allege infringement of their constitutional rights when union dues or service fees are compulsory and union funds are used for political or ideological purposes.

In 1998, the Democrats won control of the California governorship and increased the size of their majorities in both houses of the state legislature.[79] In early 1999, the legislature required all employees of California State University (CSU) and the University of California (UC) who are represented for purposes of collective bargaining to join the union or pay a fair share service fee.[80] This agency shop provision was not unprecedented: Hawaii enacted a similar provision in its public-sector bargaining law in 1970. Still, most bargaining statutes prohibit the agency shop or make it a negotiable subject—so that the employer must agree before it can be instituted. The California law thus was unusually favorable to unions.

The California law also favored unions in specifying the activities that could be charged to agency shop fee payers:

> the costs covered by the fee under this section may include, but shall not necessarily be limited to, the cost of lobbying activities designed to foster collective bargaining negotiations and contract administration, *or to secure for the represented employees advantages in wages, hours, and other conditions of employment in addition to those secured through meeting and conferring with the higher education employer* [California Government Code, Section 3583.5(a)(2); italics added].

The italicized language, critics alleged, went beyond what a divided U.S. Supreme Court voted to allow in the 1991 *Lehnert* case.[81]

Two lawsuits—filed respectively by three CSU support staff employees and three CSU faculty members—challenged the California law in federal court after it took effect on January 1, 2000.[82] The support staff suit claimed that §3583.5 was unconstitutional because it allows unions to charge dissenting members for lobbying expenses not directly related to collective bargaining negotiations. The notices sent by the union to fair share fee payers, the suit also alleged, did not meet the requirements established by the U.S. Supreme Court's 1986 *Hudson* ruling.[83] In February 2000, the U.S. District Court judge in the case denied the plaintiffs' motion for a preliminary injunction halting collection of agency fees.[84] The next month, he granted the plaintiffs' motion for class certification.[85] The similar faculty suit, filed in a different federal court, was transferred in April 2000 to the court hearing the support staff suit.[86] The two cases are ongoing.

OTHER RIGHTS OF UNION MEMBERS AND UNION DISSIDENTS

When can a union fine a member? A custodial employee at the University of the Pacific—designated as the lead person for his crew—was required to report coworker misconduct. He later reported two custodians sitting in a storage area when they were supposed to be on duty elsewhere. Management took disciplinary action against the two, and the union fined the lead person $500 for causing harm to fellow union members. But the NLRB ordered the union to rescind the fine, and the U.S. Court of Appeals upheld the NLRB decision in 1999.[87] "When a union punishes a member for complying with his employer's instructions," the court noted, "it is no longer regulating its purely internal affairs, but enforcing a rule ... that affects an employee's relationship with his employer."

Can dissidents use union mailing lists to communicate with the membership? In June 1998, the City University of New York (CUNY) reached a tentative agreement with its faculty union. The New Caucus, a dissident union faction, asked the union for mailing labels so it could communicate with the membership before the ratification vote. The union refused, and New Caucus sought an injunction under the Labor Management Reporting and Disclosure Act (the Landrum-Griffin Act) ordering the union to provide the mailing list and to refrain from distributing ratification ballots until it allowed New Caucus to use the mailing list. The U.S. District Court declined jurisdiction, saying the act did not govern a union representing only public employees. In 1999, the U.S. Court of Appeals remanded the case for further consideration because employees of the Research Foundation of CUNY, represented by the union, arguably were not public employees.[88] In April 2000, New Caucus won full access to the union's mailing lists without further court action by defeating the leadership group it had criticized in a union election.[89]

FUTURE PROSPECTS

The future of labor law depends on shifting political winds. Some Republicans are more pro-union than some Democrats, but Democratic members of Congress and state legislatures are more likely to support pro-union labor laws.[90] Democratic NLRB appointees are more likely to interpret labor laws in ways favorable to unions.[91] It was no accident that California passed an agency shop law after a Democratic victory in the 1998 elections, that a 1994 Republican victory in Illinois preceded enactment of a law wiping out an established bargaining unit, that a Republican governor vetoed extension of the New Mexico bargaining law, or that erosion of the Yeshiva doctrine began when President Clinton's NLRB appointees replaced Reagan-Bush appointees. Labor law is closely linked to the outcome of state and national elections.

NOTES

[1] Saltzman, 1998; Saltzman, 2000.

[2] The chapter does not address distinctive legal rules governing bargaining in hospitals, though many hospital employees work in academic medical centers.

[3] *NLRB v. Yeshiva University*, 444 U.S. 672 (1980).

[4] Leatherman, January 21, 2000.

[5] *University of Great Falls and Montana Federation of Teachers*, 325 NLRB No. 3, slip op. (1997).

[6] *Manhattan College and Manhattan College Faculty Coalition*, NLRB Regional Director's decision in Case 2-RC-21735, November 1999, posted at http://www.chronicle.com/weekly/documents/v46/i14/4614manhattan.htm. NLRB decision to deny appeal reported in Leatherman, July 7, 2000.

[7] *University of Great Falls*, at 11.

[8] *Ibid.*, at 12.

[9] *Ibid.*, at 13.

[10] http://www.chronicle.com/weekly/documents/v46/i14/4614manhattan.htm at 29.

[11] *Montefiore Hospital and Medical Center*, 261 NLRB 569 (1982).

[12] Leatherman, July 7, 2000.

[13] Leatherman, January 21, 2000.

[14] Brownstein, 2000. Whether department chairs are supervisors for purposes of the NLRA is a separate legal issue from whether faculty members are managers.

[15] Telephone interview with Mike Lynch, NEA-NY, September 26, 2000.

[16] Karlin, 2000.

[17] *Leland Stanford Junior University*, 87 LRRM 1519 (NLRB, 1974).

[18] Arenson, 2000.

[19] "UAW Blasts NYU Interference with Vote Count in Student Employee Recognition Election," UAW press release, May 11, 2000, at http://www.uaw.org/publications/releases/2000/nyuvote.html

[20] *New York University and International Union, United Automobile, Aerospace and Agricultural Implement Workers of America*, NLRB Case 2-RC-22082, October 31, 2000, at http://www.chronicle.com/weekly/documents/v47/i11/4711NYU.htm

[21] Leatherman, November 16, 2000.

[22] *Graduate Employees' Organization v. Illinois Educational Labor Relations Board*, 2000 Ill. App. LEXIS 548 (Appellate Court of Ill., First Dist., Fifth Division, 2000). The students sought AFT representation.

[23] Leatherman, November 2000.

[24] Saltzman, 2000.

[25] Quoted in Leatherman, March 31, 2000, A16.

[26] Leatherman, March 31, 2000.

[27] *Government Employee Relations Report* (hereafter, GERR), Vol. 38, No. 1864, May 30, 2000: 659.

[28] "Union Announces Huge Majority in University of Washington Organizing Drive, UAW press release, March 15, 2000, available on August 2, 2000 at http://www/uaw.org/publications/releases2000/univofwash.html

[29] Williams, 2000.

[30] Wilson, 2000; McGhee, 2000; Schubert, 2000.

[31] Leatherman, December 3, 1999.

[32] *Service Employees International Union, District 925, v. State Employment Relations Board*, 158 LRRM 2094 (Ohio Supreme Court, 1998).

[33] *Aramark Corporation v. NLRB*, 179 F.3d 872 (10th Cir. 1999).

[34] *Aramark Corporation v. NLRB*, 156 F.3d 1087 (10th Cir. 1998).

[35] One of the few other instances of this happening, other than by court action, was the provision in the 1947 Taft-Hartley Act revoking private-sector supervisors' right to organize and bargain, which had been protected by the 1935 NLRA.

[36] Oswald, 1999.

[37] *GERR*, Vol. 37, No. 1820, July 12, 1999: 834-835.

[38] *American Federation of State, County, and Municipal Employees v. Johnson*, 161 LRRM 3013 (New Mexico Supreme Court, 1999).

[39] Lozano, June 12, 1999; and Lozano, July 3, 1999. A faculty bargaining unit was established in 1994 and a support staff bargaining unit was established in Spring 1999 at the community college. A faculty bargaining unit was established at the university in 1998.

[40] Lozano, July 3, 1999.

[41] Lozano, July 3, 1999; Archuleta, 1999.

[42] Saltzman, 2000.

[43] Schneider, 2000.

[44] *State System of Higher Education v. Pennsylvania Labor Relations Board*, 162 LRRM 2955 (Commonwealth Court of Pennsylvania, 1999).

[45] *Alameda Technical College*, 303 NLRB 343 (1991) at 347.

[46] *Michigan Education Association v. Alpena Community College*, 158 LRRM 2892 (Supreme Court of Michigan, 1998).

[47] *Trustees of Boston University*, 228 NLRB 1008 (1977) at 1010-1011.

[48] *Nova Southeastern University*, 325 NLRB No. 150 (1998).

[49] Telephone interview with Louis Bolieu, director of organizing, United Faculty of Florida, August 24, 2000.

[50] *University of Rio Grande v. NLRB*, 161 LRRM 2704 (6th Cir. 1999).

[51] *Case Western Reserve University v. NLRB*, 124 F.3d 196 (6th Cir. 1997).

[52] Section 50-423 of Illinois Public Act 89-0004, amending Section 7 of the Illinois Educational Labor Relations Act.

[53] The union electoral efforts were unsuccessful: the Republicans retained the governorship, increased their majority in the state senate, and took control of the state house of representatives from the Democrats in the 1994 election. See Barone and Ujifusa, 1993: 386; and Barone and Ujifusa, 1995: 415.

[54] *University Professionals of Illinois v. Edgar*, 114 F.3d 665 (7th Cir. 1997).

[55] *Hofstra University*, 324 NLRB No. 95 (1997).

[56] *University of Alaska v. University of Alaska Classified Employees Association*, 157 LRRM 2887 (Supreme Court of Alaska, 1998). A zipper clause allows the employer to take unilateral action during the contract term on any matter not discussed in bargaining or, for broadly worded clauses, on any matter not expressly covered by the contract. The Reagan-Bush NLRB interpreted zipper clauses literally, but the Clinton NLRB and the pre-Reagan NLRB did not. See Feldacker, 2000, pp. 218-219.

[57] *NLRB v. Katz*, 369 U.S. 736 (1962).

[58] *Grand Rapids Community College Faculty Association v. Grand Rapids Community College*, 164 LRRM 2166 (Michigan Court of Appeals, 2000).

[59] *Central State University v. American Association of University Professors*, 526 U.S. 124 (1999).

[60] *American Association of University Professors v. Central State University*, 162 LRRM 2901 (Supreme Court of Ohio, 1999).

[61] *University of Hawaii Professional Assembly v. Cayetano*, 183 F.3d 1096 (9th Cir. 1999).

[62] Section 31, South Dakota Senate Bill 242, 1998.

[63] *South Dakota Education Association/NEA v. Barnett*, 159 LRRM 2818 (Supreme Court of South Dakota, 1998).

[64] *University of the District of Columbia Faculty Association v. District of Columbia Financial Responsibility and Management Assistance Authority*, 163 F.3d 616 (D.C. Cir. 1998).

[65] *New England Cleaning Services v. Service Employees International Union*, 199 F.3d 537 (1st Cir. 1999).

[66] *Northcentral Technical College v. Central Wisconsin Uniserv Council-North*, 2000 Wisc. App. LEXIS 528 (Court of Appeals of Wisconsin, District 3, 2000).

[67] *Ibid.*, at 3-4.

[68] *State System of Higher Education v. State College and University Professional Association*, 164 LRRM 2227 (Supreme Court of Pennsylvania, 1999).

[69] *Hocking Technical College v. Hocking Technical College Education Association*, 697 N.E.2d 249 (Ohio Court of Appeals, Fourth Appellate District, 1997).

[70] *Alexander v. Gardner-Denver Co.*, 415 U.S. 36 (1974).

[71] *Wright v. Universal Maritime Service Corp.*, 525 U.S. 70 (1998). The Supreme Court did not address the issue of whether a clear and unmistakable waiver in a collective bargaining agreement would be enforceable.

[72] *Bonnell v. Lorenzo*, 81 F.Supp 2d 777 (U.S. District Court, E.D. Mich., Southern Division, 1999).

[73] *Onstine v. Portland State University*, 1998 U.S. App. LEXIS 20553 (9th Cir. 1998).

[74] *Steele v. Louisville & Nashville R.R.*, 323 U.S. 192 (1944).

[75] *Vaca v. Sipes*, 386 U.S. 171 (1967) at 191.

[76] *Simmons v. Howard University*, 157 F.3d 914 (D.C. Cir. 1998).

[77] *Coble v. Howard University*, 154 LRRM 3039 (D.C. District Court, 1997).

[78] *Cone v. Nevada Service Employees Union*, 164 LRRM 2202 (Supreme Court of Nevada, 2000).

[79] Barone and Ujifusa, 1997: 140; and Barone and Ujifusa, 1999: 172.

[80] Chapter 952, creating Section 3583.5 of the Government Code. See Sandbank, 2000.

[81] *Lehnert v. Ferris Faculty Association*, 500 U.S. 507 (1991). Saltzman, 1998 summarizes the Lehnert ruling.

[82] The National Right to Work Legal Defense Foundation provided legal representation for both suits.

[83] *Chicago Teachers Union v. Hudson*, 475 U.S. 292 (1986).

[84] *GERR*, Vol. 38, No. 1851, February 29, 2000: 269-270.

[85] *Friedman v. California State Employees Association*, 163 LRRM 2924 (U.S. District Court for the Eastern District of California, 2000).

[86] *Baird v. California Faculty Association*, 2000 U.S. Dist. LEXIS 6145 (U.S. District Court for the Northern District of California, 2000).

[87] *NLRB v. Teamsters Local No. 439*, 175 F.3d 1173 (9th Cir. 1999).

[88] *London and the New Caucus v. Polishook*, 189 F.3d 196 (2d Cir. 1999).

[89] Leatherman, May 12, 2000.

[90] Saltzman, 1985, 1986, 1987, 1988.

[91] Cooke and Gautschi, 1982; Moe, 1985.

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Workload and Tenure Policies In an Era of Organizational Change

by Henry Lee Allen

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Wither higher education? The public questions its premises. Educational credentials—keys to life chances—become more expensive.[1] State officials debate whether to spend more on higher education, prisons, or health care. Accreditors and foundation officials, questioning the quality of undergraduate education, advocate accountability measures and outcomes assessments. Faculty members debate the escalating demands for teaching, research, and service as distance education and smart classrooms proliferate and as knowledge increases exponentially.

Not all the policy changes resulting from these debates are salutary.[2] Critics, for example, question the viability of academic tenure in a global economy and in a virtual world. Acquiring tenure, note some detractors, leads to less industrious teaching and scholarship; others note increased costs. These critics, viewing professors as employees, not as professionals, call for normative, procedural, and remunerative changes to tenure.[3]

A view of faculty as employees—or even as instructors with job descriptions resembling the duties of elementary and secondary teachers—also affects workload policies. How hard do college and university professors work? Critics, assuming that hours in the classroom are the best measure of faculty effort, perpetuate a naïve stereotype of professors as "scammers" or "loafers."

Viewing professors as employees may also affect the debate over the role of part-time faculty—now over half of faculty positions at some colleges. Institutional mission, size, and organizational culture may affect the distribution of full- and part-time positions. But, some observers claim, the proliferation of part-time and temporary faculty is a device to replace or undercut full-time faculty positions.

Other controversies include technology—distance education, technology transfer policies, and intellectual property rights—and the move to accountability measures and performance indicators.[4] Taken together, the criticisms place the academic career and its traditional autonomy under siege.[5]

Are the critics correct in their view of faculty? Surveys of faculty workload and productivity refute many concerns:

- The mission and inputs of a particular college or university constrain faculty workload and productivity.
- Faculty across all types of academic institutions devote the majority of their time to instructional tasks.
- Tenured faculty rates have not changed appreciably in recent decades.
- Faculty workload has not changed in structure or scope; the statistics show only minor changes in student contact hours and teaching loads, except in universities.

But critics dismiss this empirical evidence, suggesting that more is involved concerning the occupational status of faculty and that the rapid pace of change demands "flexibility."

This chapter suggests an organizational context for faculty workload and productivity studies. It links data in the Faculty Appointment Policy Archive (FAPA)—a compilation of the appointment and tenure policies of a sample of colleges and universities—to 1980-81 and 1996-97 data on operating budgets, size of enrollments, and faculty composition.[6] The chapter also shows how this linkage helps to assess academic work.

FACULTY WORKLOAD AND PRODUCTIVITY: RESEARCH

Analysts of academic work are affected by the presuppositions of their disciplines and by organizational metaphors.[7] Some scholars, reflecting managerial or administrative biases, favor accountability, board activism, distance education, alternatives to tenure, and post-tenure review. The academic professions, these analysts presume, must submit to the dictates of business or professional leaders. These writers selectively quote faculty who downplay the experiences of dissatisfied and departed faculty and embrace the proposed constraints. Some scholars explore contracts as an alternative to tenure and promotion procedures.[8] The academic professions, suggests one analyst, should mimic employment practices used by law firms, accounting agencies, and medical practices.[9]

Other scholars, writing from pro-faculty or labor prerogatives, cite evidence substantiating their wish to maintain the rewards of an academic career.[10] Most professors, they assume, are too busy keeping abreast of changes in their fields of expertise to be indolent, sinister, or subversive. Academics, these scholars note, invest too many years of intrinsic motivation, anticipatory socialization, and delayed gratification to afford incompetence.

Instead of comparing academic work to other professions, these analysts look for best practices among academic organizations. Why, they ask, can some academic organizations enhance the conditions of academic work or effectively retain tenure while similar institutions cannot? Their studies of workload and productivity—emphasizing the professional responsibilities that overburden faculty—scrutinize inputs and institutional support.[11]

Most neoclassical management-oriented studies view higher education in terms of quantifiable costs and benefits. Labor advocates do not see the duties and rights of academic work as determined by economics alone.[12] They are reluctant to concede any right or benefit of academic life *a priori* by yielding to popular forces. Few scholars in either camp propose collaborative approaches to the study of workload and productivity.[13] Rare are investigations of *legitimate* items from *both* camps or studies from the standpoint of the academic system—though systems thinking is germane to any enterprise.[14]

Influenced by administrative concerns, and lacking the sophistication of research on other organizations, most studies of workload and productivity target items under the immediate control of a professor. These studies aggregate the data on individual faculty without analyzing institutional forces affecting faculty decisions, priorities, or behaviors. Academic work is reduced to time allotted to teaching, research, and service. Contextual factors, including recruitment, search and selection patterns, and mentoring, sponsorship, and social networking are ignored.[15] So are the effects of environmental and organizational influences on academic careers.[16]

Faculty work, of course, *is* conducted within a complex organizational context that is, in turn, affected by state policies, demographics, and technology.[17] Individual

proclivities affect academic work; but so do the opportunities afforded and constraints imposed by departments—their organizational culture, development, and resources—and their location within disciplines or fields and within a college.[18] Few studies examine the political, managerial, or labor policy assumptions influencing research on academic work.[19]

We are not alone in identifying the need to study organizations and markets in accounting for social behavior in the division of labor.[20] Organizations, including academic organizations, argues Herbert Simon, are the most ubiquitous feature of economies. Individualistic market assumptions do not fully explain collective activities and outcomes. Simon identifies, for example, the importance of authority relations within and across organizational contexts. Scholars, he suggests, must probe the individual, structural, organizational, and systemic contours of the academic system to make valid inferences about the social behaviors of groups or individuals functioning within it. Absent such systematic knowledge, major policy shifts—such as abolishing tenure—might prove wrongheaded.[21] But relating organizational and contextual knowledge to faculty workload and productivity remains the chief task.

WORKLOAD AND PRODUCTIVITY: THE FAPA DATABASE

We may explore traditional workload and productivity themes by perusing the appointment policies contained in the Faculty Appointment and Policy Archive (FAPA), a stratified sample of 241 four-year institutions considered—by the compilers—representative of four-year colleges and universities.[22] The database can be searched for selected words, concepts, vocabulary, and references, similar to a content analysis. Word frequencies and locations—called *hits*—become key analytical concerns. Presumably, the frequency, location, and distribution of hits suggests the presence or absence of certain items. Inferences are drawn by scrutinizing the distribution of hits—workload and tenure, in this case—within and across institutions.

WORKLOAD POLICIES

FAPA 2.1 registered 711 hits on "workload" in 109 files; the top 10 institutions accounted for 332 hits (47 percent). Table 1 presents the 10 colleges with the greatest number of hits on workload policies. Seven institutions used collective bargaining to adjudicate faculty workload; the detailed

Table 1

Institutions with Most Hits: Workload, FAPA 2.1

Institution	#Hits	Agent	Observations
1. Rider University	60	AAUP	workload reports/guidelines
2. Kent State University	41	AAUP	workload reports/guidelines
3. University of South Dakota	40	NEA	workload reports/guidelines
4. Western Michigan University	35	AAUP	workload reports/guidelines
5. University of San Francisco	31	*yes	workload reports/guidelines
6. Shawnee State University	32	NEA	workload reports/guidelines
7. University of Detroit	26	NEA/MEA	workload reports/guidelines
8. University of Alaska	24	AFT/AAUP	workload reports/guidelines
9. Aquinas College	23	none	workload reports/guidelines
10. Lesley College	20	none	workload reports/guidelines
Total Hits	**332**		

** Denotes independent collective bargaining agent as indicated in policy document.*

provisions on the conditions of work often contained in contracts help to explain the predominance of hits at unionized campuses. The last column notes the main workload-related concern in each document.

Eight of ten schools listed in Table 1 are universities; Aquinas College and Lesley College are masters institutions. Three schools are in Michigan: Western Michigan University, the University of Detroit, and Aquinas; two are in Ohio: Kent State University and Shawnee State University; two others are in the east: Rider University in New Jersey and Lesley in Massachusetts, and three schools are west of the Mississippi: the University of South Dakota, the University of San Francisco, and the University of Alaska. Rider, San Francisco, Detroit, Aquinas, and Lesley are independent; Kent State, South Dakota, Western Michigan, Shawnee State, and Alaska are public.[23]

The workload provisions of documents from Rider, represented by the American Association of University Professors (AAUP), stress collegiality. Many hits involve course loads, overloads, release time, and leave of absence. Most regular faculty had a workload assignment of 18 classroom contact hours. Annual workload plans for each faculty member are formulated within departments—subject to the academic dean's approval. These plans must incorporate scholarly and professional activities; course offerings, sequencing, changes, and unassigned teaching must respond to enrollment data and institutional funding patterns. Professors with unassigned teaching must specify alternative projects. Faculty receive credit for teaching large classes. The provost settles disputes between deans and departments over workload policies and procedures.

The workload policies affecting the other institutions in Table 1 resemble Rider's; this section covers the key distinctions. Documents from Kent State, an AAUP affiliate, provide for course loads, release time, summer school policies, and grievance procedures. Tenured faculty must submit annual reports on their teaching, research, grant-seeking, and service activities. A 15 credit hours per semester workload is specified for each faculty member belonging to the bargaining unit, with variations subject to negotiation. The documents provide for modifying workload policies, subject to the approval of appropriate administrative officials.

The normal faculty workload at South Dakota (USD) and Western Michigan (WMU) is 24 course credit hours per year. Both universities expect annual performance reviews, though jurisdiction over workloads is decentralized. USD recognizes departmental adjustments for faculty teaching telecommunication courses. Faculty at both universities bargain collectively, and equity considerations and grievance procedures accompany references to mandatory reports about course loads and professional duties.

The University of San Francisco (USF) also requires annual performance reviews. The USF Faculty Association acts as the collective bargaining agent for faculty. Professors at USF are expected to contribute 30 units of work per year, with 24 units assigned to teaching duties and the remainder to non-teaching activities. A 40-45 hour workweek is considered typical, as one work unit equals three hours of work per week per semester. Workload plans are centralized under the auspices of a university dean, but approved faculty members may be allowed to pursue a 9+3+3 workload pattern for two to four semesters if warranted by their research ability or probationary status.

Affiliated with the NEA, Shawnee State University (SSU) emerged from a period of hostile faculty-administration relations; a 1997 faculty survey found "no confidence" in its administrative leaders.[24] The document in FAPA, reflecting conditions in 1993-94, acknowledges the centrality of teaching in the institution's mission—SSU faculty were expected to average 38 credit hours yearly across four years, with a 36 to 40 credit hours range. But the document does not reveal the organizational dynamics that produced the hostility.

NEA and the Michigan Education Association represent faculty members at the University of Detroit (UD, 26 hits). Most hits depict instructional or procedural matters, including a required annual workload report and a maximum teaching load (24 credit hours). Regular course loads ought not to exceed three course preparations per term. Most hits associated with the appointment policies at UA cover annual reviews, reporting,

and guidelines for determining course loads. Tenured faculty members are subject to triannual reviews, using a bipartite (teaching and service) or a tripartite (teaching, research, and service) allocation model.

Aquinas requires faculty to submit workload reports to the academic vice president. The policy document, emphasizing the teaching mission of the college, details assessment procedures, but allows faculty to negotiate their workloads with administrators. The standard workload for faculty is 12 semester hours, but Aquinas permits a heavier teaching load for colleagues preferring classroom instruction. A steering committee at Lesley College (non-bargaining), established by the Faculty Assembly, monitors workload. Lesley requires annual workload reports and classroom observations, but the college minimizes rules by assigning credit hours on an aggregate basis, and by accepting flexible targets and procedures. The regular workload for faculty with nine-month contracts is eight three-credit courses per academic year (24 credit hours). Teaching is primary; overloads are negotiated. The organizational culture for faculty at Lesley *appears* collegial, but the documents take us no further.

These portraits suggest, first, that workload policies are similar at most colleges, controlling for differences in mission (higher teaching loads at teaching colleges, for example). Most hits denote procedures or reporting guidelines designed to monitor faculty work. Second, the more codified and decentralized workload policies appear at larger, complex, and unionized colleges. Third, it is difficult to codify any but the most obvious faculty duties.

Fourth, the documents do not capture the organizational texture or social dynamics of a college—its culture, politics, negotiation, authority, and power—that gave rise to these policies. Last, when using FAPA-type databases, analysts must assume that, at best, the sampled institutions may represent their particular strata. Similar institutions, note organizational theorists, can differ radically in formalization and centralization.[25] The actual unit of analysis is the distribution of hits within a policy document—not the range of institutions. Serious aggregation errors occur by drawing inferences from an unrepresentative sample of policy documents.

TENURE POLICIES

What does the FAPA database say about tenure provisions? FAPA 2.1 records 20,664 hits on "tenure," in 239 files, but only 15 institutions showed at least 200 hits (total=3,428 hits or 17 percent). Table 2 details these 15 schools, their location, patterns of governance, and institutional types. The Midwest predominates in this list: Illinois State, Michigan State, St. Louis University, Ohio State, Kent State, Indiana University, and Illinois Wesleyan. Weber State, Santa Clara, Northern Arizona, Regis University, and the University of South Dakota are in the West; the University of New Hampshire, and Clarkson are in the East, and East Carolina University is the only southern representative. Public universities predominate (10 of 15); three independents are Catholic: St. Louis, Santa Clara, and Regis. The list includes five research universities; five doctorals; four masters institutions—Santa Clara, East Carolina, Regis, and Weber State—and one bachelors institution—Illinois Wesleyan. Table 2, like Table 1, does not represent U.S. academic institutions; inferences deduced from their appointment policies may be biased accordingly.

Universities and public institutions dominate Table 2. Table 2 includes fewer unionized institutions, though Kent State and South Dakota—two unionized campuses—reappear in this table. Colleges and universities with bargaining agents, a wider investigation of the FAPA database suggests, have more codified policies regarding tenure than their non-bargaining counterparts. But many observers also believe tenure to be more secure at long-established research and flagship institutions. In any case, hits on "tenure" in university documents often refer to AAUP statements and suggest limitations on administrative power to terminate faculty members without cause or due process.

Tenure, for example, is highly regulated at the University of New Hampshire (UNH, 263 hits), a public research university. Candidates must exhibit strength in teaching, scholarship, administration, and public service. Consideration for tenure begins in the department, and most hits relate to procedures, reports, and deadlines required of

Table 2

Top Fifteen Institutions with Frequency of Hits: Tenure, FAPA 2.1

Institution	#Hits	Agent	Observations
1. University of New Hampshire	263	AAUP	t/p procedures/reports
2. Regis University	256	AAUP	t/p procedures/reports
3. Illinois State University	255	none	t/p procedures/reports
4. Michigan State University	253	none	t/p procedures/reports
5. Weber State University	239	none	t/p procedures/reports
6. Santa Clara University	238	none	t/p procedures/reports
7. Clarkson University	229	none	t/p procedures/reports
8. St. Louis University	220	none	t/p procedures/reports
9. University of South Dakota	220	NEA	t/p procedures/reports
10. Ohio State University	219	none	t/p procedures/reports
11. Kent State University	213	AAUP	t/p procedures/reports
12. Indiana University (Bloomington)	211	none	t/p procedures/reports
13. Northern Arizona University	209	none	t/p procedures/reports
14. East Carolina University	203	none	t/p procedures/reports
15. Illinois Wesleyan University	200	none	t/p procedures/reports
Total Hits	**3,428**		

** Note abbreviation: t/p = tenure and promotion*

departments in presenting a candidate's case. Candidates must secure favorable recommendations from the department chair, the department, and college promotion and tenure committees, and the university's academic affairs committee, including the respective dean, the provost, and the president. The guidelines stress confidentiality, note eligibility criteria associated with each rank, and specify termination procedures under conditions of financial exigency or programmatic change. The document also codifies procedures for appeal, review, and due process when tenure is denied. UNH bargains collectively—AAUP is the bargaining agent—helping to assure professional consultation, due process, and equity for candidates, and to forestall arbitrary or capricious decisions.

The same pattern appears at other public universities where tenure is part of the culture. The 255 hits from Illinois State (ISU), a research university, tie tenure to economic security, organizational stability, and academic freedom—the documents quote the AAUP's 1940 Statement of Principles on Academic Freedom. Tenure is deemed a protection against the arbitrary dismissal of a faculty member without just cause or due recourse. Some hits codify the procedures for coordinating, documenting, and evaluating tenure candidacy, including soliciting teaching evaluations and student concerns. The documents specify committee composition, procedures, and the obligations and privileges of tenured, probationary, and non-tenured faculty.

Similar policies appear at other institutions in Table 2, including the independents and the Catholic colleges. No document specifies a single standard for adjudicating tenure rights, perhaps because tenure is a function of organizational patterns, practices, and processes. Two institutions of the same "type" can vary appreciably in collegiality or bureaucracy. As with workload, the more complex the institution, the less centralized the tenure process, though the routines associated with tenure are similar for most Table 2 institutions.

Table 3

Operating Revenues of FAPA Institutions with Most Frequent Hits: Workload and Tenure Policies and ACE Database

Institution	1980–1981	1996–1997
Workload		
1. Rider University	$20,593,589	$79,663,629
2. Kent State University	87,376,147	242,817,200
3. University of South Dakota	36,899,295	83,389,980
4. Western Michigan University	95,539,000	325,642,083
5. University of San Francisco	not reported	135,847,000
6. Shawnee State University	not reported	not reported
7. University of Detroit	33,521,415	not reported
8. University of Alaska	15,505,397	not reported
9. Aquinas College	7,482,861	23,580,949
10. Lesley College	11,272,334	53,065,837
Tenure		
1. University of New Hampshire	84,173,653	269,086,019
2. Regis University	7,579,204	39,969,551
3. Illinois State University	85,238,118	191,422,093
4. Michigan State University	357,401,545	946,049,947
5. Weber State University	33,473,121	95,467,886
6. Santa Clara University	30,257,903	not reported
7. Clarkson University	25,264,233	66,623,000
8. St. Louis University	113,753,169	535,780,485
9. University of South Dakota	36,899,295	83,389,980
10. Ohio State University	485,657,981	1,531,000,000
11. Kent State University	87,376,147	242,817,200
12. Indiana University (Bloomington)	237,638,123	707,145,227
13. Northern Arizona University	45,824,700	213,332,197
14. East Carolina University	65,170,904	308,234,749
15. Illinois Wesleyan University	11,673,362	not reported

FACTORS AFFECTING WORKLOAD AND TENURE: 1980–98

To see if organizational conditions affect the way workload and tenure are negotiated within an institution, we augmented the FAPA database with institutional databases for the 1980–81 and 1996–97 academic years that contain data on the institutions listed in FAPA.[26] We selected 17 variables for all 241 institutions, and compiled a preliminary demographic profile of all institutions in the FAPA database to permit inferences across time.[27] Tables 3-9 compare 1980–81 and 1996–97 institutional data on three variables: operating budgets, enrollments, and faculty composition of colleges listed in Tables 1 and 2.

Understanding organizational dynamics, many analysts believe, requires knowing how the organizations acquire and utilize resources.[28] Table 3 presents 1980–81 and 1996–97 operating revenues for the FAPA institutions in Tables 1 and 2. Operating revenues increased at colleges and universities

Table 4

Operating Expenditures of FAPA Institutions with Most Frequent Hits: Workload and Tenure Policies—ACE Database

Institution	1980–1981	1996–1997
Workload		
1. Rider University	$19,796,801	$80,541,330*
2. Kent State University	85,389,970	243,704,680
3. University of South Dakota	37,363,605*	83,019,531
4. Western Michigan University	93,149,000	311,395,809
5. University of San Francisco	not reported	119,786,000
6. Shawnee State University	not reported	not reported
7. University of Detroit	33,521,415	not reported
8. University of Alaska	17,881,574*	not reported
9. Aquinas College	7,482,861	23,139,554
10. Lesley College	11,272,334	50,940,293
Tenure		
1. University of New Hampshire	83,705,369	267,932,677
2. Regis University	7,577,395	38,460,198
3. Illinois State University	82,394,094	180,513,700
4. Michigan State University	343,334,712	925,605,689
5. Weber State University	32,989,027	92,330,855
6. Santa Clara University	30,473,056	not reported
7. Clarkson University	23,404,821	67,028,000
8. St. Louis University	110,841,658	519,173,011
9. University of South Dakota	37,363,605	83,019,531
10. Ohio State University	463,750,708	1,513,000,000
11. Kent State University	85,389,970	243,704,680
12. Indiana University (Bloomington)	223,416,078	853,012,882
13. Northern Arizona University	45,045,000	205,629,327
14. East Carolina University	64,594,798	292,833,426
15. Illinois Wesleyan University	11,638,260	not reported

* *Indicates deficit.*

with the most hits on workload, tripling at Rider, Western Michigan, Aquinas, and Lesley, and doubling at Kent State and South Dakota.[29] Many institutions with the highest number of hits on tenure also reported substantial increases in operating revenues, such as Northern Arizona and East Carolina. New Hampshire, Regis, and St. Louis nearly tripled their budgets; Illinois State, Weber State, Clarkson, South Dakota, Kent State, and Indiana doubled theirs. In 1996–97, Ohio State exceeded $1 billion in operating revenues, while Michigan State and Indiana approached that sum.

How might growth in operating revenues affect organizational contexts and tenure policies? Increased revenues *may* allow some colleges to reduce workload and maintain tenure to improve their competitive advantage. But these are only hypotheses. Researchers must ascertain whether the revenues of an institution exceed or fall below the median for operating

Table 5

Fall Semester Enrollments of FAPA Institutions with Most Frequent Hits: Workload and Tenure Policies—ACE Database

Institution	1980–1981	1996–1997
Workload		
1. Rider University	5,729	4,760*
2. Kent State University	18,845	20,635
3. University of South Dakota	7,349	6,970*
4. Western Michigan University	22,641	25,699
5. University of San Francisco	6,599	7,885
6. Shawnee State University	not reported	3,505
7. University of Detroit	6,397	7,524
8. University of Alaska	3,250	13,010
9. Aquinas College	2,529	2,385*
10. Lesley College	2,185	6,166
Tenure		
1. University of New Hampshire	12,735	12,454*
2. Regis University	2,023	9,600
3. Illinois State University	20,610	19,409*
4. Michigan State University	47,316	41,545*
5. Weber State University	10,065	13,907
6. Santa Clara University	7,025	7,863
7. Clarkson University	3,830	2,760*
8. St. Louis University	10,712	10,572*
9. University of South Dakota	7,349	6,970*
10. Ohio State University	60,007	54,726*
11. Kent State University	18,845	20,635
12. Indiana University (Bloomington)	31,877	34,700
13. Northern Arizona University	11,649	19,605
14. East Carolina University	13,165	17,479
15. Illinois Wesleyan University	1,692	1,841

** Indicates a lower student enrollment in 1996–97 data than in 1980–81 ACE data.*

revenues and where it ranks across the range of revenues reported by similar institutions.

How effectively do academic institutions utilize resources? How are funds allocated across departments and why does such a distribution occur?[30] Table 4 depicts the operating expenditures of FAPA institutions.[31] As with revenues, scholars must link the rate of growth in expenditures to changing faculty composition. Table 5 gives enrollment data for the sampled institutions. Student enrollment at some colleges declined as operating revenues increased—perhaps prompting a mission shift affecting workload and tenure. Rider, South Dakota, and Aquinas experienced declining enrollments between 1980–81 and 1996–97. So did six universities in Table 2—New Hampshire, Illinois State, Michigan State, Clarkson, St. Louis, and Ohio State.

Tables 6-9—presenting data on faculty composition—show organizational disparities

Table 6

Faculty Composition of FAPA Institutions with Most Frequent Hits: Workload and Tenure Policies (Percentage of Doctorates)—ACE Database

Institution	1980–1981	1996–1997
Workload		
1. Rider University	52	88
2. Kent State University	not reported	83
3. University of South Dakota	not reported	58
4. Western Michigan University	51	83
5. University of San Francisco	29	15*
6. Shawnee State University	not reported	39
7. University of Detroit	33	not reported
8. University of Alaska	not reported	40
9. Aquinas College	15	57
10. Lesley College	not reported	not reported
Tenure		
1. University of New Hampshire	61	84
2. Regis University	51	not reported
3. Illinois State University	not reported	70
4. Michigan State University	75	80
5. Weber State University	40	64
6. Santa Clara University	53	78
7. Clarkson University	73	88
8. St. Louis University	60	52
9. University of South Dakota	not reported	58
10. Ohio State University	not reported	not reported
11. Kent State University	not reported	83
12. Indiana University (Bloomington)	62	83
13. Northern Arizona University	66	77
14. East Carolina University	48	56
15. Illinois Wesleyan University	44	not reported

** A decrease.*

within an academic year and across time.[32] Note the decreases over time for some institutions. Might disparities in the percentage of faculty possessing doctorates affect the culture and policies of some institutions (Table 6)? Might a decline in total size of the faculty, accompanied by increased operating revenues, affect some policies (Table 7)? We might ask the same question for the total number of full-time faculty (Table 8). Table 9 displays variable patterns for tenure rates.

Contexts matter. These tabulations improve on the short-term, individualistic focus of most workload, productivity, and tenure studies and help to redirect research about academic work toward understanding organizational change.[33] Other variables and ratios must be analyzed—for instance, the ratio of administrators to total faculty or full-time faculty, proportion of tenured professors, or proportion of faculty with doctoral degrees.[34] Researchers must also become organizational

Table 7

Faculty Composition of FAPA Institutions with Most Frequent Hits: Workload and Tenure Policies (Total Number of Faculty)—ACE Database

Institution	1980–1981	1996–1997
Workload		
1. Rider University	305	238*
2. Kent State University	932	1,719
3. University of South Dakota	937	413
4. Western Michigan University	995	1,057
5. University of San Francisco	542	447*
6. Shawnee State University	not reported	266
7. University of Detroit	476	566
8. University of Alaska	192	not reported
9. Aquinas College	206	116*
10. Lesley College	193	150*
Tenure		
1. University of New Hampshire	592	974
2. Regis University	94	425
3. Illinois State University	1,092	944*
4. Michigan State University	2,619	2,578*
5. Weber State University	435	440
6. Santa Clara University	402	592
7. Clarkson University	213	160*
8. St. Louis University	984	not reported
9. University of South Dakota	937	413*
10. Ohio State University	2,707	2,748
11. Kent State University	932	1,719
12. Indiana University (Bloomington)	1,271	1,766
13. Northern Arizona University	538	637
14. East Carolina University	700	1,181
15. Illinois Wesleyan University	160	160

** A decrease.*

demographers to show how markets and competitors affect institutions and departments.[35]

These studies must precede substantial policy changes.[36] Intelligent policymaking occurs when organizational analysis is applied to the study of academic work.

CONCLUSION

Why the concern about the dynamics of academic institutions? During the 21st century, faculty must develop an organizational mindset regarding workload, productivity, and tenure policies. Senior faculty members—the chief actors within academic organizations—must think systemically to encourage their departments to become learning organizations and to discern unintended consequences of policies.[37] Associations must arm faculty leaders with the appropriate expertise. Faculty must enlarge the debate on productivity and accountability to include

Table 8

Faculty Composition of FAPA Institutions with Most Frequent Hits: Workload and Tenure Policies (Total Number of Full-Time Faculty)—ACE Database

Institution	1980–1981	1996–1997
Workload		
1. Rider University	203	195*
2. Kent State University	677	742
3. University of South Dakota	429	413*
4. Western Michigan University	810	777*
5. University of San Francisco	237	290
6. Shawnee State University	not reported	not reported
7. University of Detroit	255	283
8. University of Alaska	127	380
9. Aquinas College	74	83
10. Lesley College	52	20*
Tenure		
1. University of New Hampshire	514	not reported
2. Regis University	53	128
3. Illinois State University	918	944
4. Michigan State University	2,517	2,022*
5. Weber State University	344	344
6. Santa Clara University	253	367
7. Clarkson University	172	188
8. St. Louis University	749	479*
9. University of South Dakota	429	413*
10. Ohio State University	2,368	2,748
11. Kent State University	677	742
12. Indiana University (Bloomington)	1,271	1,546
13. Northern Arizona University	500	637
14. East Carolina University	649	1,037
15. Illinois Wesleyan University	118	115*

** A decrease.*

review of academic administrators and governing boards for leadership and effectiveness. Criticisms of tenure and academic work, the onslaught of performance indicators, and post-tenure reviews surprised us because of our preoccupation with our teaching, research, and service. Understanding the policy changes affecting higher education requires organizational expertise. Too often in this era of organizations, ideologies, politics, pundits, consumerism, media, markets, and electronic technologies, our knowledge has not been enough.

NOTES

[1] Blau and Duncan, 1967; Collins, 1979.

[2] Gladwell, 2000.

[3] At a professional conference I attended in November 2000, a senior academic official posited that a tenured faculty member represents a $2 million

Table 9

Faculty Composition of FAPA Institutions with Most Frequent Hits: Workload and Tenure Policies (Percentage of Tenured Faculty)—ACE Database

Institution	1980–1981	1996–1997
Workload		
1. Rider University	40	56
2. Kent State University	59	34*
3. University of South Dakota	16	50
4. Western Michigan University	63	47*
5. University of San Francisco	27	33
6. Shawnee State University	not reported	not reported
7. University of Detroit	36	not reported
8. University of Alaska	19	65
9. Aquinas College	19	50
10. Lesley College	4	not reported
Tenure		
1. University of New Hampshire	not reported	76
2. Regis University	58	38*
3. Illinois State University	50	72
4. Michigan State University	59	68
5. Weber State University	49	not reported
6. Santa Clara University	not reported	38
7. Clarkson University	38	60
8. St. Louis University	45	41*
9. University of South Dakota	16	50
10. Ohio State University	50	71
11. Kent State University	59	34*
12. Indiana University (Bloomington)	67	56*
13. Northern Arizona University	49	48*
14. East Carolina University	59	49*
15. Illinois Wesleyan University	48	48

* *A decrease.*

investment for an academic institution estimated across a 30-year career.

[4] Allen, 1999, Kezar, 1999, King, 1998.

[5] Cole, Barber, and Graubard, 1993.

[6] Richard Chait of the Harvard Graduate School of Education directed the compilation of this database.

[7] Keller, 1982, Carley and Newell, 1994, Morgan, 1997.

[8] Chait and Trower, 1996.

[9] Trower, 1998.

[10] Rhoades, 1998; Slaughter and Leslie, 1998; Cotter, 1996; Allen, 1997.

[11] Allen, 1996.

[12] Rosenberg, 1992.

[13] Bensimon and O'Neil, 1998.

[14] Senge, 1990.

[15] Nohria, 1992; Krackhardt, 1992; Burt, 1992.

[16] Hickman, 1998, Brass and Burkhardt, 1992.

[17] Gross, 1968, Gornitzka and Maasen, 2000.

[18] Schein, 1987; Morgan, 1992, 1997.

[19] Keller, 1980; Slaughter and Leslie, 1993.

[20] Carroll and Hannan, 1999.

[21] Gray and Seeber, 1996.

[22] The database was released in two versions: FAPA 1.1 in 1998; FAPA 2.1 in 1999; the second version included a few additional institutions. This chapter integrates both versions.

[23] These institutions do not represent all types of institutions of higher education in the United States; missing, for example, are southern colleges and colleges that award only the bachelor's degree. Our analysis may therefore reflect regional and institutional skews.

[24] Forrey, 1999.

[25] Hall, 1999; Burton and Obel, 1998.

[26] American Council on Education, 1983, 1997.

[27] State location; regional location; control (public vs. independent); age of institution; institutional expenditures; fall enrollment; proportion of doctorates 1996-97/number of doctorates 1980-81; total instructional faculty; total full-time faculty; total tenured faculty; institutional revenues; student test scores; total administrators; affiliation (religious or nonsectarian); ratio of administrators to total full-time faculty; total degrees conferred (baccalaureate, masters, doctorate), and total library volumes.

[28] Hall, 1999.

[29] The other four institutions in the workload category failed to report consistent data.

[30] Kalleberg, 2000 advocates using a resource-dependency framework to analyze postsecondary schools.

[31] Asterisked institutions failed to report budget data or reported a deficit.

[32] One might also be suspicious about institutions that do report data infrequently; what organizational dynamics might influence this outcome?

[33] A previous generation of sociologists suggested the importance of these organizational dynamics: Gross, 1968, Blau, 1973, and Ben-David, 1972.

[34] Namboodiri, 1984; Skienna, 1998. A complex analysis of data using matrix algebra or algorithmic modeling techniques is being developed to link the number of hits from the FAPA database, both ACE databases, and the variables listed earlier.

[35] Carroll and Hannan, 2000; Bourdieu, 1988.

[36] Future reports will depict similar organizational changes for all 241 FAPA institutions. Systematic, longitudinal site visits and studies of organizational culture in two- and four-year colleges could augment this research.

[37] Senge, 1990.

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Higher Education Finance in The Nineties

Lessons for the New Millennium

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Fiscal prospects for American higher education appeared rosy at the close of the 20th century. State politicians matched talk about education as key to the new booming economy with higher appropriations for institutional operations and for student financial aid, while unpopular tuition hikes moderated. The federal government—also in good financial shape—considered sizable increases in student aid grants, tuition tax credits, and research funding. These strong positive trends followed the upward creep in government support during the mid-1990s. That uptick, in turn, succeeded several years of cuts in taxpayer support and large increases in tuition.

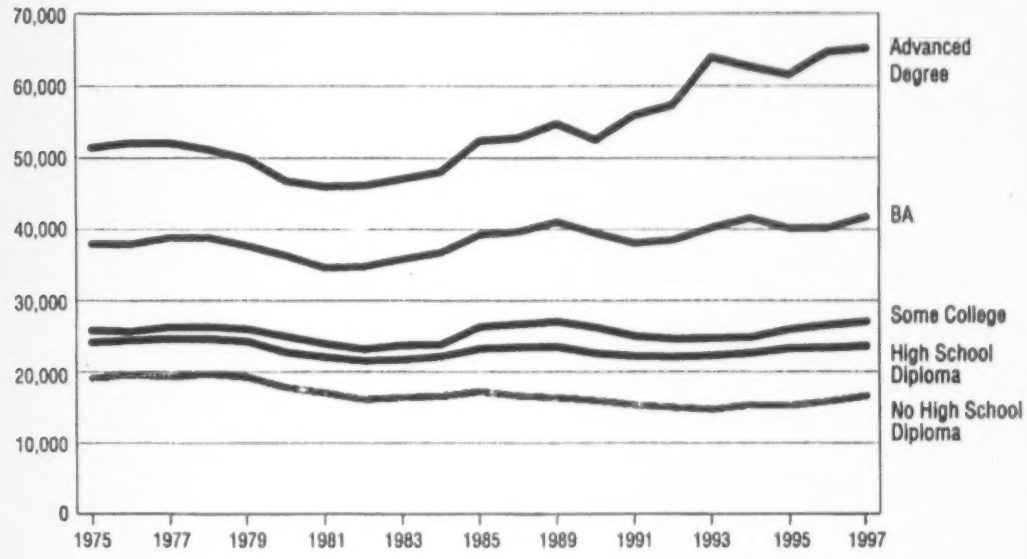
But analysis of higher education finance during the 1990s shows that structural problems in state fiscal affairs belie this rosy scenario. This chapter discusses these problems, their implications, and ways of addressing them. We focus on the states—the "owners" and primary source of support for most public college and university operations. State policies also influence student tuition and fees—the other key source of support. We confine analysis of federal policy to student financial aid—its main policy focus along with sponsoring research and development. Federal support—as a proportion of total resources devoted to higher education or as a proportion of federal expenditures—has remained stable for nearly 20 years, does not appear to be under threat, and may even increase as long as there is a budget surplus.

The stakes are high. Higher education contributes to economic advancement and to individual and societal welfare. The perspectives and skills associated with postsecondary education are crucial for the labor force in a "new economy" characterized by rapid technological and organizational change, global economic relationships, and the primacy of information. The share of economic growth attributable to labor force skills, say economists, is large and growing.[1] States with more educated populations show greater growth rates.[2] And the labor market rewards higher education and punishes the lack of it as never before (Figure 1).

The importance of higher education for individual and group opportunities heightens the role of public policy in assuring equitable access to its benefits. Policies and funding

Figure 1

Income by Educational Attainment for Persons 18 Years Old and Over, 1975 to 1997 (Inflation Adjusted for 1999)



Source: U.S. Census Bureau. March Current Population Survey. Income Statistics Branch/HHES Division. U.S. Department of Commerce, Washington, D.C.

Reprinted from College Board, 1999a, 20.

Note: No data for 1986 and 1987. Trend lines interpolated for those years.

mechanisms must make access to higher education available and feasible if all are to share in the fruits of the modern economy, for a growing pool of high school graduates come from minority ethnic groups and families of modest means.[3]

HIGHER EDUCATION FINANCE IN THE 1990s

Higher education suffered budget cuts and students faced steep price increases during a deep recession in the early 1980s. But most states swelled their budget commitments when the economy surged later in the decade, and higher education fared relatively well. By 1990, an overheated economy again sank into recession—first in the Northeast, later elsewhere.[4] Aggregate output fell for two quarters in 1990–91, and unemployment climbed as high as 6.6 percent. Recovery from this downturn was slow and unsteady through 1993; some regions recovered only much later.

These economic trends directly affected the fiscal fortunes of higher education. State aid to higher education comes from the *general fund*—the largest fund in the treasury—supported by income, sales, and other general purpose taxes.[5] Other state functions, including (in descending order of support) elementary and secondary education, Medicaid,[6] "corrections," and public assistance, compete with higher education for general fund support.[7] In most states, Medicaid overtook higher education as the second-largest state general fund budget item in the early 1990s and has since far outpaced the academic sector in its fiscal claims.

Aggregate state budget growth slowed as revenues declined during the economic downturn of the early 1990s (Table 1; the right-hand column shows the annual percentage changes adjusted for inflation back to 1979). Revenue shortfalls forced many states

Table 1

State Nominal and Real Annual Budget Increases, FY 1979 to FY 2001

	State General Fund	
Fiscal Year	Nominal Increase	Real Increase
2001*	3.8%	1.7%
2000*	6.9	3.0
1999	7.7	5.2
1998	5.7	3.9
1997	5.0	2.3
1996	4.5	1.6
1995	6.3	3.2
1994	5.0	2.3
1993	3.3	0.6
1992	5.1	1.9
1991	4.5	0.7
1990	6.4	2.1
1989	8.7	4.3
1988	7.0	2.9
1987	6.3	2.6
1986	8.9	3.7
1985	10.2	4.6
1984	8.0	3.3
1983	-0.7	-6.3
1982	6.4	-1.1
1981	16.3	6.1
1980	10.0	-0.6
1979	10.1	1.5
1979–2001 average	6.8%	2.1%

Source: National Association of State Budget Officers. Reprinted from National Governors' Association National Association of State Budget Officers, 2000, 2.

Note: The state and local government implicit price deflator and the consumer price index were used for state expenditures in determining real changes. FY 2000 figures are based on the change from fiscal 1999 acturals to FY 2000 estimated. FY 2001 figures are based on the change from FY 2000 estimated to FY 2001 recommended.

to increase taxes and reduce enacted budgets in mid-year between 1990 and 1993 to sustain even the lower budget levels.[8] Higher education suffered in budgetary competition during the early 1990s. Medicaid, public assistance, and corrections are "cyclically sensitive"—they face increased demands during periods of economic distress. Welfare caseloads, for example, increased by about 5 percent in 1990, 10 percent in 1991, and 8 percent in 1992.[9] Medicaid costs increased along with new federal coverage mandates, inflation in health care costs per unit of service, and intensified use of services by beneficiaries.[10] The program made strong demands on state general funds: a 17 percent increase in 1991, 20 percent in 1992, and 10 percent in 1993.[11] Corrections spending also grew as states initiated "three strikes and you're out" and other determinate sentencing mandates, and responded to court decisions requiring improved prison conditions. State spending growth for corrections actually slowed in the 1990s, but increases of 9 percent in 1991, 4 percent in 1992, and 7 percent in 1993 were still well above the aggregate budget growth rate for these years.[12] State budget authorities had to fund these entitled or mandatory functions so long as individual cases met legal eligibility requirements.[13]

States' support of elementary/secondary education or "school aid"—averaging a third of general fund spending—is related to enrollments and therefore functions as an entitlement.[14] School enrollments grew in most states during the early 1990s, but states did not increase real spending per student. Forcing local districts to assume more of the burden further moderated percentage growth rates for school aid. But states still had to find many additional dollars for this purpose.[15]

Voter-enacted tax or spending limitations, along with the economic downturn, constrained the growth of the budgetary pie.[16] Policymakers, forced by the recession to enact tax increases, felt strong pressure to limit spending even where no legal requirement to limit revenue collections or spending existed. These policymakers looked to higher education for economies—the one large function seen as *discretionary* in budgetary terms. In tight budgetary times, states could limit higher education "caseloads" (enrollments)—or at least per-student funding—to ease pressure on the public fisc. This step was all the easier because, unlike Medicaid and K-12 education, colleges and universities could offset cuts in requested state appropriations by turning to other revenue sources, especially student tuition and fees.[17] State support of higher education therefore nosedived in inflation-adjusted terms and fell in nominal dollar terms in three of the four fiscal years between 1990 and 1993 (Figure 2). State appropriations per full-time-equivalent

student, adjusted for inflation, fell by more than 15 percent between 1988 and 1993.[18]

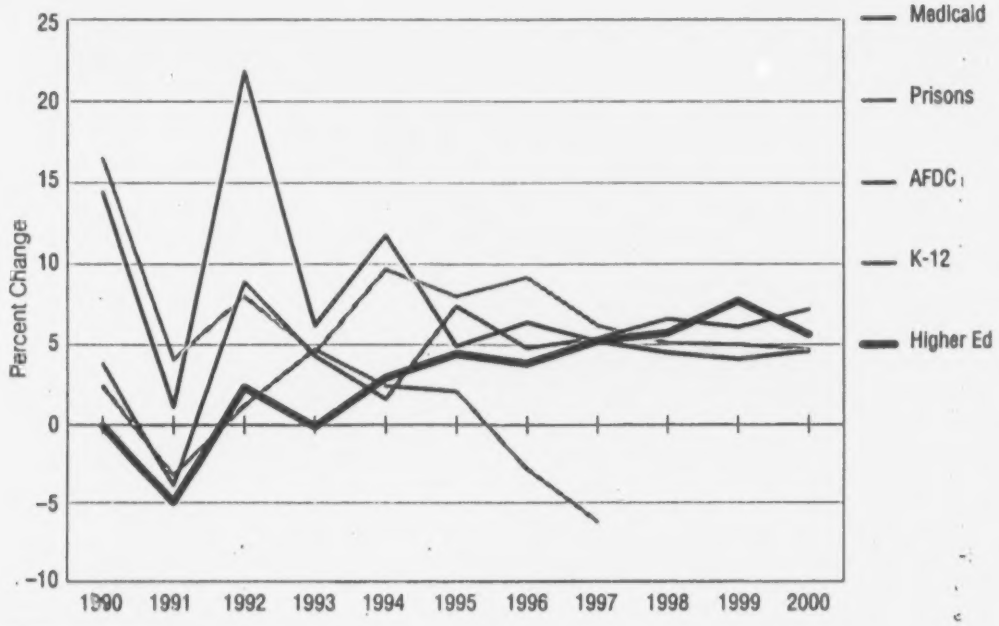
Public colleges and universities responded to reduced state support by cutting operations, maintenance, and institutional support (general administrative functions) budgets, imposing hiring and salary freezes, reducing nontenured faculty positions, laying off employees, and increasing class sizes and faculty teaching loads.[19] Enrollment growth stagnated, and reductions in courses and sections made it more difficult for students to complete their programs on time.[20] Tuition increased faster at public colleges than at independent institutions and far beyond rates of inflation and of gain in family incomes.[21]

The national recession technically lasted only a few months and ended in 1991 (though much later in some states including California). By fiscal 1993, state finances showed positive signs. The aggregate year-end general fund fiscal balance—money in the treasury at the end of the fiscal year—climbed from 1–2 percent of expenditures in 1991 and 1992 to 4.2 percent in 1993 and to above 5 percent in the ensuing years (Figure 3). Many states—chastened by the pain of enacting sudden tax increases and spending cuts—projected lower revenues and higher expenditures than the actuality.[22] Also, after the 1994 "Republican Revolution," when the GOP won control of many statehouses, governorships, and Congress, policymakers enacted net tax and fee cuts for six straight years to more than compensate for the increases imposed during the downturn.[23] The $28 billion in total cuts—including cuts proposed for fiscal 2001—reflected a dramatic increase over the $3 billion in tax cuts enacted after the recession of the early 1980s. The difference reflected politics, not economics: states felt constrained to eschew spending wherever possible and return to taxpayers a substantial portion of revenues brought in by the recovery.

A movement tying appropriations more closely to accountability or performance measures accompanied the fiscal stress facing states in the 1990s.[24] Higher education, concluded

Figure 2

Annual Changes in Major Expenditure Categories from State General Funds FY 1990 to FY 2000*

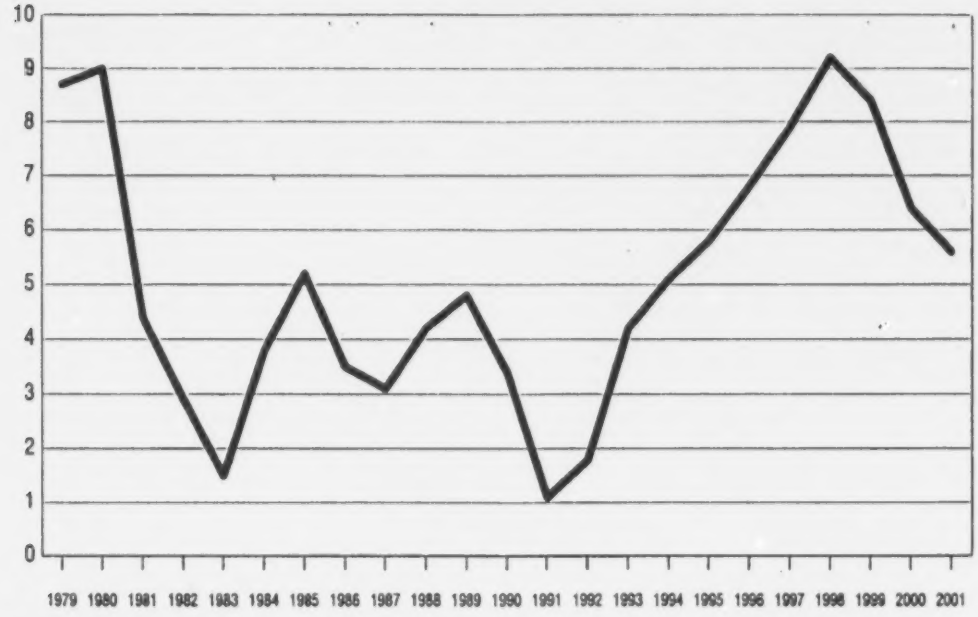


Source: Reprinted from Mortenson, 1999, 11.

** Data for FY 2000 is preliminary.*

Figure 3

Total Year-End Balances as a Percentage of Expenditures, FY 1979 to FY 2001



Source: National Association of State Budget Officers
Adapted from National Governors' Association and National Association of State Budget Officers, 2000, 15.

concerned business interests, failed to follow the corporate response to technological change and global competition by streamlining and refocusing attention on quality. Many states "reinvented government" to become more customer-focused, entrepreneurial, and market-oriented.[25] The public health care sector, for example, restructured to contain costs. Policymakers pressured K-12 education to accept more accountability, measured by achievement on high-stakes tests. Welfare agencies focused on rapid job placements for recipients. Higher education confronted similar pressures; states required colleges to report more data about costs, efficiency, and outputs and tied appropriations to performance on specific indicators.[26]

Higher education appropriations began to recover along with state fiscal fortunes in the mid-1990s and with reduced recession-related pressures on caseloads elsewhere.[27] Aggregate gains in appropriations were 2.8 percent in fiscal 1994, 4.3 percent in fiscal 1995, and 3.7 percent in fiscal 1996.[28] These gains slightly exceeded the modest inflation rates of this period, but did little to make up for earlier shortfalls or to respond to the increased enrollment pressures in many states. Recovery in higher education support varied by region. Southern and Western states—California and Hawaii excepted—fared best through the downturn and recovery, while Northeastern and Midwest states experienced the most sluggish recovery.

Tuition increases moderated as state support increased and as opposition to large price hikes mounted. After double digit jumps in 1991–92 and 1992–93, average annual tuition hikes in public four-year colleges and universities eased to 8 percent in 1993–94 and to 6 percent in the next three years. Tuition increased at least 10 percent at public two-year colleges between 1991–92 and 1993–94, but fell to the 4 to 6 percent range over the next three years.[29] But these increases continued to exceed inflation rates and gains in measures of average family income, and state and federal politicians continued to protest high college charges.

Improvement continued at the end of the decade. The economic recovery passed previous records in length, and virtually all states reported budgetary gains. Pressures on state budgets from Medicaid, corrections, and public assistance moderated and states could fund higher education at levels exceeding inflation and enrollment growth. Appropriations per FTE student increased in inflation-adjusted terms after 1993, though still falling short of late 1980s peaks.[30] Aggregate gains for higher education appropriations climbed to 5.1 percent in 1997, 5.6 percent in 1998, and 7.6 percent in 1999. The largest gains—this was true through most of the 1990s—went to community colleges and state student aid programs.[31] Two-year colleges benefited from interest in workforce-development programs and from the desire of policymakers to direct students to low-cost institutions. Support for student aid arose from concerns about the high price of college and from the political influence of independent colleges whose students heavily utilized these programs.

The fiscal 1999 appropriations increase for higher education was the largest rate of gain among any major function supported by the state general fund.[32] But, in return, states pressed institutions for improved graduation rates, smoother transfers from two-year to four-year colleges, use of advanced technology in teaching, and heavier teaching loads. Enrollment surges spurred by the long-expected arrival of "baby boom echo" students forced colleges to stretch resources. Meanwhile, ominous fiscal signs appeared. Medicaid spending increased as expanded managed care reached a limit, more children enrolled under a new federal mandate, and the average age of participants increased.[33] Tax cuts and the growth of Internet sales—exempted by Congress from state taxation—eroded state tax bases.[34]

RECENT ECONOMIC AND FISCAL DEVELOPMENTS

The national economy showed a healthy picture in early fall 2000. Unemployment rose to a 4.1 percent rate in August, just above the 30-year low set earlier in the year.[35] Markets and analysts viewed this uptick as a sign that the Federal Reserve Board had engineered a modest slowdown after four quarters of an unsustainable 5 percent or greater annual growth rate.[36] The record nine years of economic growth showed no sign of ending; gains were spread out across the country.

State fiscal prospects were also favorable.[37] fiscal 2000 revenues exceeded expectations in most states and fiscal 2001 projections suggested more gains, even after a seventh consecutive year of net tax cuts.[38] Expenditure budgets (governors' proposals for fiscal 2001) remained conservative, totaling only 3.8 percent more than estimated fiscal 2000 general fund spending, compared with expected inflation in the 2 to 3 percent range. Such budgets would lead to a projected 50-state aggregate year-end fiscal balance of around $29 billion—about 5.6 percent of planned expenditures—down from late 1990s peaks, but within the range of fiscal health. Barring an unexpected economic downturn, states will exceed the expenditure budget and final balance figures, but their publication does check spending. As for fiscal 2001, 22 states projected year-end balances below 5 percent of spending; five states expected a very thin ending balance of less than 1 percent.

Higher education again recorded a healthy fiscal 2000 gain in state appropriations—6.5 percent in general funds and 6.4 percent in appropriations from all state funds.[39] These figures represented a 1 percent drop from the fiscal 1999 gain and were below the fiscal 2000 gain for K-12 education by about the same margin. But higher education outpaced corrections and Medicaid and exceeded the 5.3 percent overall gain in general fund appropriations.[40] Gains in higher education funding in 32 states exceeded overall general fund expenditure growth, and no state reported a decline in higher education appropriations for the first time in 15 years. The long period of prosperity prompted state officials to aid *discretionary* parts of the budget like higher education generously. Appropriations gains were strongest in the South and West, as was true for most of the 1990s, but New England states appeared among the funding gain leaders for the first time in many years.[41]

Within higher education's allocation, state policymakers again gave priority to workforce-development programs and to affordability

concerns by favoring two-year colleges and student aid. Some states froze tuition or limited increases at public colleges and offset the forgone revenues with additional funding.[42] States also invested in deferred maintenance and capital expenditures, instructional technology, and programs encouraging corporate and academic use of research-based technologies. But many states, hesitating to assume long-term operational commitments, authorized one-time expenditures.[43]

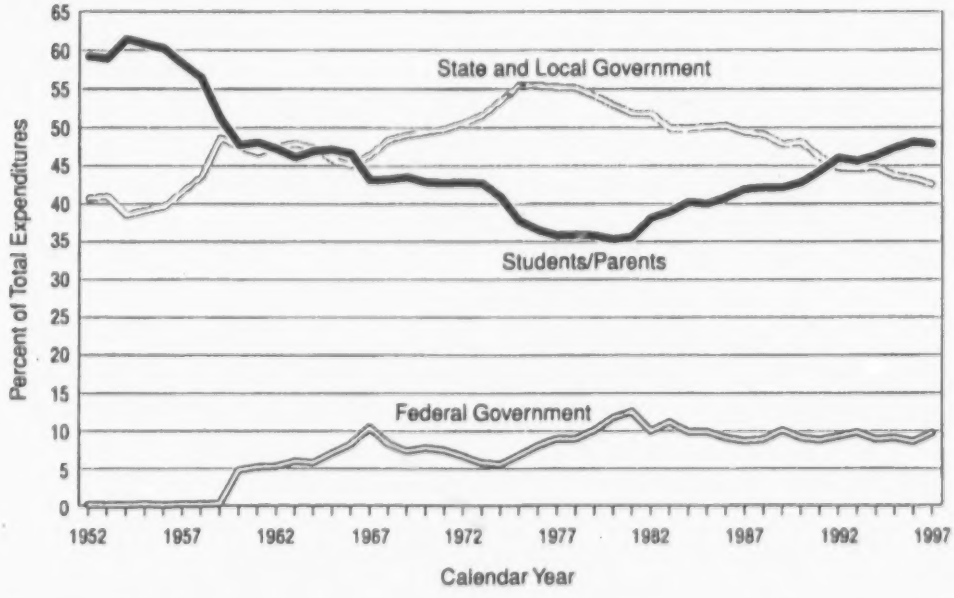
Tuition growth averaged 4.7 percent for public two-year colleges and 3.4 percent for public four-year schools between 1998–99 and 1999–2000, despite state efforts to moderate these increases. These rates significantly exceeded inflation rates and were in line with recent increases, but were lower than the hikes typical of the recession.[44] The Northeast and Midwest reported higher tuition than the South and West.[45]

Federal and state officials continued to express concern about the price of college.[46] This is not surprising given that college charges grew *in inflation-adjusted dollars* by 53 percent at four-year public institutions and 41 percent at four-year independent schools between 1988–89 and 1998–99 while median family income gained just 10 percent.[47] The share of higher education financing assumed by students and families grew from 35 percent to nearly 48 percent between 1980 and 1998, while the state and local share dropped from a peak of 55.5 percent to 43 percent between 1975 and 1998 (Figure 4). The mandate in the 1998 amendments to the Higher Education Act to report on college costs, prices, and student financial aid using standardized definitions beginning in 2001 will stimulate debate in federal and state venues. Colleges will not easily extract further large increases in revenues from students.

Aggregate student aid increased in the 1990s in line with growth in college charges, and the federal government recently added important new forms of aid to the mix.[48] But major changes in the forms of aid affected access goals and distributional equity. By

Figure 4

Distribution of Responsibilities for Financing Higher Education, 1952 to 1998



Source: U.S. Department of Commerce, National Income and Product Accounts
Reprinted from Mortenson, 2000, 15.

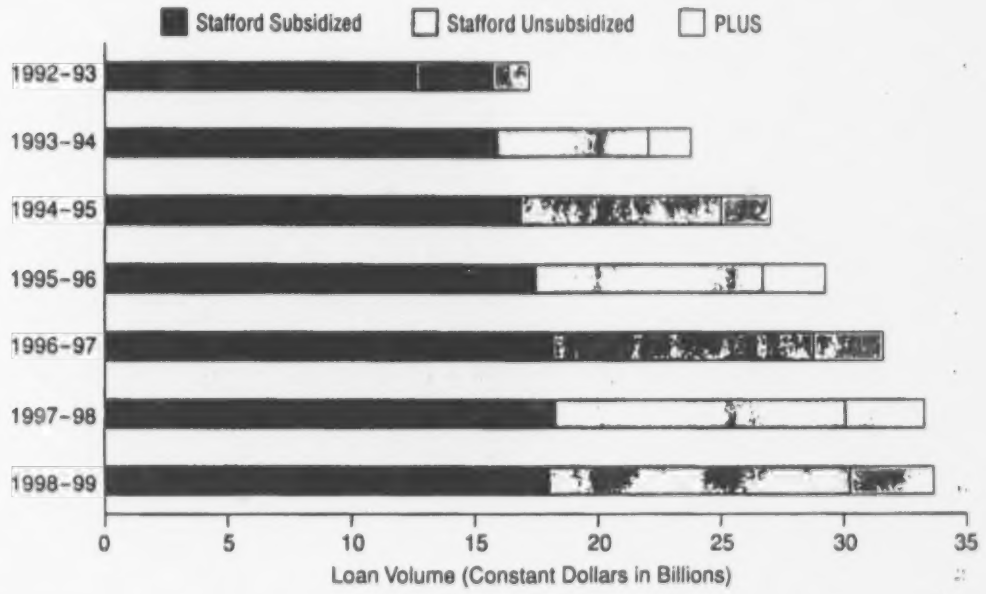
increasing borrowing ceilings under the federal student loan programs and creating a new unsubsidized loan program when it reauthorized the Higher Education Act in 1992, Congress precipitated a dramatic increase in student and family borrowing (Figure 5). Loans accounted for about two-thirds of the growth in total aid in the 1990s and for 58 percent of the dollar volume of all aid available (up from 47 percent in 1992–93).[49] Unsubsidized loans accounted for 45 percent of all federal student loans. Need-based grant aid grew sluggishly relative to college charges, so even students of modest means turned to loans or dropped out.[50]

The massive federal Hope and Lifetime Learning tax credits and college savings incentives, enacted in 1997, moved federal aid policies further from their traditional focus on access for low-income students. These programs would provide an estimated $12–15 billion annually in tax relief to students and their families when fully implemented—greater than the value of all state and federal grant programs combined.[51] But the programs offered few benefits to students and families with incomes too low to owe taxes or save for college. This shift may affect long-term support for need-based aid programs, thus skewing patterns of college attendance and completion even further toward the more affluent.

State grant programs grew by 65 percent in constant dollars during the 1990s to almost $3.7 billion in 1998–99.[52] State funding for traditional need-based aid programs increased, but the fastest-growing segments of state student aid were "merit-based" and workforce-development-oriented scholarship (or loan-forgiveness) programs. Spending on the merit-based aid programs in place in 35 states reached $1.12 billion in aggregate funding in 1998–99—29 percent of aid funding in those states.[53] The number and priority of merit-based aid programs burgeoned since the advent of Georgia's Hope Scholarship program in the early 1990s under the leadership of Governor (now U.S. Senator) Zell Miller.[54] The states create incentives for good performance by basing these scholarships on academic achievement, not on need.[55] Often, recipients

Figure 5

Growth of Stafford and PLUS Loan Volume, 1992–1993 to 1998–1999



Source: Reprinted from College Board, 1999b, 9

must attain a specific grade point average—usually a B-average—to become or remain eligible; the programs may therefore pressure teachers to shade grades upward.

This approach awards a disproportionate amount of available aid to affluent and nonminority students who average higher grades and who would have attended college in any case. Large scale funding could drain support for need-based aid programs that affect college attendance and persistence for students of modest means.[56] Georgia, for example, provided nearly $200 million in Hope scholarships and less than $0.5 million in need-based aid in 1998–99.[57]

State funds also increasingly supported merit-based programs that enticed students to study in fields leading to occupations where workers are needed.[58] Small-scale programs had traditionally targeted the health professions, but some states now offer aid or loan forgiveness to students who become teachers or who seek careers in science and technology, as in Maryland, Missouri, and Pennsylvania.[59] Other states encouraged students to become child care providers and teacher aides.

States also provided tax benefits to families that saved for college or that prepaid tuition. Prepaid tuition programs ensured the funds to cover future public college tuition charges by allowing parents to deposit an amount reflecting current rates.[60] These programs may also lower political incentives to fund need-based aid for low-income students, since their benefits go to voters who have resources to save or invest in a prepaid tuition plan.

THE OUTLOOK

Favorable conditions for higher education funding should not blind anyone to emerging problems. Higher education must change to meet the needs of growing numbers of high school graduates,[61] and to improve participation rates of disadvantaged populations and adults already in the work force. A recent analysis of state fiscal futures poses the key problem.[62] Projecting current state revenue structures and caseload and expenditure patterns to 2008, the analysis concluded that 39 of the 50 states would face shortfalls relative to "current service level" needs *without any major economic downturn*. Nine of the remaining 11 states had a surplus margin of less than 1 percent.

The analysis offered two reasons for this precarious fiscal situation: inexorable growth in caseload-driven service demands, especially Medicaid, and the failure of state tax revenues to grow commensurate with state personal income.[63] Barring a major change in the climate for taxation, the analysis concluded, higher education—a discretionary expense—would bear the brunt of necessary reallocations as it has done in the past. This sector would be unable to respond to the growth of currently eligible populations, much less increase access rates. Assuming no substantial economic downturn implies an unprecedented run of prosperity dating back to the early 1990s. A gloomy scenario—featuring at best a slow squeeze on higher education and stagnant participation rates—is likely to occur unless the structural position of higher education in state budgeting improves relative to the other major functions, or unless the state budget pie grows at a faster pace.[64]

To forestall this outcome, higher education must help to grow the state budget pie more rapidly—the preferable option—or embed its claims for resources in statutory funding formulas. Higher education officials, under the second alternative, could seek laws that target population participation rates and formula-based funding levels to serve them. Or, states could guarantee a funding base by earmarking revenues from a substantial tax source for higher education. Some states have earmarked lottery and resource-based revenues, such as oil, gas, and timberland, but these sources have serious disadvantages. Acquiring a guaranteed share of a relatively stable, elastic revenue source like the state personal income tax is preferable.[65] Guaranteed funding by statutory formula would also promote institutional autonomy.

Colleges and universities can also look to alternative revenue sources, including private fundraising and sales of research, consulting, and contract training services to outside clients. In any case the last round of steep tuition hikes provoked sufficient consumer and political resistance to make similar increases unlikely anytime soon. Nor is dependence on tuition consistent with the goal of improving low-income access to

higher education, given the shift from need-based student aid.[66]

A recession will produce a still gloomier picture. Demands from cyclically sensitive services—Medicaid, corrections, and public assistance—would presumably surge as state revenues plummeted. Worse, federal welfare laws now assign sole responsibility for funding caseload increases to the states. States could tighten standards or cut benefits to control costs since welfare is no longer an individual entitlement. But most states would probably respond to increased needs, and higher education would take the brunt of the reallocations to these recession-sensitive services.

Finally, states will increase performance expectations along with future funding. Higher education will not be exempted if these expectations prevail in other public sectors and in business. Academe will be asked to show, for example, that students graduate faster, teachers are better prepared, and graduates demonstrate learning outcomes and find appropriate employment.[67] The extent of these pressures may vary between states, but they are unlikely to wane.

Other social sectors recognize the contributions of the academic sector to economic growth and to equity for disadvantaged groups. Supporters of higher education must build on this recognition to sustain and enhance these contributions. The process begins by articulating the importance of adequate finances and of autonomy and flexibility in using those resources.

NOTES

[1] Murphy and Welch, 1989; Marshall and Tucker, 1992.

[2] Mortenson, 1998.

[3] Western Interstate Commission on Higher Education and The College Board, 1998.

[4] Data on the recession are from Gold, 1995.

[5] Special funds, such as gasoline taxes and hunting and fishing license revenues, can be sizable but states strictly limit their uses.

[6] This federal-state program provides health coverage for low-income people including the elderly.

[7] Public assistance is dominated by Temporary Assistance to Needy Families (TANF, formerly Aid to Families with Dependent Children, or AFDC).

[8] The number of states reducing enacted budgets peaked at 35 in FY 1992 (National Governors' Association, 2000, 15).

[9] Gold, 1995, 28.

[10] Gold, 1995, 29.

[11] Gold, 1995, 26.

[12] Gold, 1995, 26.

[13] States could have changed laws governing eligibility and payments, but federal rules, court decisions, and political pressures limited this option.

[14] States in aggregate provide more than 50 percent of school support; some states provide as much as 100 percent.

[15] Gold, 1995, 27.

[16] Gold, 1995, 10.

[17] Institutions also sought to enhance their grant, contract, and gift income, but most rewards went to the major research universities. Also, soliciting increased donor support or R&D funding from a fiscally beleaguered federal government proved difficult during a recession.

[18] Data from Research Associates of Washington, cited by McKeown-Moak, 2000, 5.

[19] The data in this paragraph come from a survey reported in Serban and Burke, 1998.

[20] California enrollments declined by 200,000, mostly in the community college and California State University systems.

[21] College Board, 1996.

[22] Snell and Perez, 1996.

[23] Governors' budgets for FY 2001 proposed a seventh consecutive year of net tax cuts (National Governors' Association, 2000, 10-13).

[24] Zumeta, 2000a, 57-71, covers this issue.

[25] Osborne and Gaebler, 1992.

[26] Burke and Modarresi, 1999; Zumeta, 2000b. By 1999, Burke and Modarresi reported, 30 states employed some form of performance-linked budgeting; 16 tied some appropriations tightly to scores on performance indicators ("performance funding").

[27] Welfare policy changed during the mid-1990s as states and the Clinton Administration initiated aggressive programs to reduce the rolls. The 1996 federal welfare reforms guaranteed states level funding through 2002 while the rolls declined, but states must fund any future increases. Recent federal and state Medicaid policies sought to contain costs, especially by increasing the scope of managed care.

[28] Mortenson, 1999, 11, based on data from the National Conference of State Legislatures and Illinois State University.

[29] Data are from College Board, 1996.

[30] Research Associates of Washington cited in McKeown-Moak, 2000, 5.

[31] Schmidt, 1999.

[32] Data are from Mortenson, 1999.

[33] National Governors' Association, 2000, 20-26.

[34] Schmidt, 2000b.

[35] Hughes, 2000.

[36] Aversa, 2000.

[37] Data in this paragraph come from National Governors' Association, 2000.

[38] FY 2001 proposed tax cuts totaled about $1.7 billion. The National Association of State Budget Officers characterized this amount as "significantly less than in years past and may signal a nationwide slowing in tax and fee cut initiatives" (National Governors' Association, 2000, 11).

[39] Perez, Grooters and Eckl, 2000, 17.

[40] The rapid gains in appropriations during the last two years enabled higher education to reverse a long slide in its share of state general funds. This share moved from 12.1 percent in FY 1998 to 12.9 percent in FY 2000, still far below the FY 1987 level of 15.5 percent (McKeown-Moak, 2000, 5).

[41] This was true for one-year (FY 1999 to FY 2000) and two-year (FY 1998 to FY 2000) gains (McKeown-Moak, 2000, 5-6). The author derived appropriations data from the surveys conducted by Illinois State University.

[42] McKeown-Moak, 2000, 8-9. Five states enacted legislation affecting tuition levels or tuition-setting in 1998; another 14 states took similar action in 1999.

[43] McKeown-Moak, 2000, 4-5. Limited data on priorities in FY 2001 budget proposals suggested similar foci (National Governors' Association, 2000).

[44] The average gain for four-year independent colleges was 4.6 percent (College Board, 1999a, 6). The figures were weighted by enrollment.

[45] College Board, 1999a, 10-13.

[46] McKeown-Moak, 2000, 8-9; Burd, 2000.

[47] College Board, 1999a, 14. The escalation in charges relative to family incomes was severe for low-income families, moderate but significant for middle-income people, and barely noticeable for high-income families.

[48] College Board, 1999a, 14.

[49] Data in this paragraph are from McKeown-Moak, 2000, 10.

[50] Kane, 1999 analyzes this issue.

[51] McKeown-Moak, 2000, 10.

[52] College Board, 1999b, 7; De Salvatore and Hughes, 2000, i. Federal matching funds for state need-based programs were frozen or cut in most recent years.

[53] De Salvatore and Hughes, 2000, ii.

[54] The Clinton Administration's Hope tax credits also grew from this seed.

[55] A combination of merit and need sometimes determines eligibility or priority.

[56] Kane, 1999; Thompson and Zumeta, 2001.

[57] De Salvatore and Hughes, 2000, 1, 11. The latter category, never large in Georgia, declined in the Hope years.

[58] A report by the American Association of State Colleges and Universities criticized the effectiveness of merit-based and occupationally oriented state aid programs (Schmidt, 2000c).

[59] Schmidt, 2000d. Illinois and West Virginia were also considering such programs.

[60] Schmidt, 2000a.

[61] The U.S. Department of Education's "middle alternative" (most likely) projection of college enrollments foresees an increase of nearly 18 percent by 2010, which is considerably more than the expected growth in high school graduates (12 percent) (calculated from figures published in *The Chronicle of Higher Education Almanac*, September 1, 2000, 25).

[62] Hovey, 1999. Hovey, a respected budget analyst, served as budget director for Ohio and Illinois and headed State Policy Research, Inc., before his death in 1999.

[63] Recent state tax cuts and the inability of states to tax services and electronic commerce play a major role.

[64] This scenario may prompt a push to reduce per student costs via use of instructional technology or to increase faculty teaching loads.

[65] But a few states have no personal income tax.

[66] See Kane, 1999 for an empirically based argument.

[67] Burke, 1997.

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Faculty Benefits And Retirement

"Save Young, Live Long, and Prosper"

by William Dale Crist

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"When I was thirty five, it was a very good year," sang Frank Sinatra. He lamented the short days of autumn, but described his life "as vintage wine from fine old kegs, from the brim to the dregs, it poured sweet and clear." No regrets, especially about youthful behavior.

The song may have described a full life for Sinatra, but it offers bad advice for young higher education faculty members who live in an era of Internet-based distance learning, increased life expectancy, and dramatic change in the financial markets. To ensure their autumn years remain golden, young faculty must work proactively, even militantly, to accumulate needed financial resources.

The *NEA Almanac* has reported on faculty benefits and retirement since 1994.[1] These contributions are intended to help individuals plan for their personal financial security and to help unions negotiate with their employers for better benefits across the board. But change is needed to ensure improved benefits and retirement plans at a time when new technological, demographic, and political conditions are changing the higher education labor market. The uncertainty of the "dot-coms"—and the certainty of longer life expectancy—requires aggressive faculty involvement in devising new tactics relating to benefits and retirement. This involvement includes even NEA's youngest higher education faculty members. Employers must likewise recognize the institutional value of subsidizing retirement and long-term care plans at the highest possible level.

Nor may senior faculty remain on the sidelines. An age distribution—often showing high percentages of senior and junior faculty and few mid-career colleagues—has created the potential for intergenerational conflict. Senior faculty members cannot make up for benefits they did not receive throughout their career, but they can persuade their junior colleagues to advocate for changes that benefit everyone. Changes in benefits and retirement plans need not come at the expense of increased wages. With a long-term view and a large dose of political activism, higher education faculty can improve their benefits *and* their salaries.[2]

DATA FROM THE PAST

The annual surveys published by the American Association of University Professors reveal key trends in benefits over the last four years. The data allows some time-series comparisons, though the institutions reporting in each survey differ somewhat. Tables 1–4 compare the amount of specific benefits received by faculty as a percentage of salary for public, private-independent, and church-related schools.[3] The average total dollar increase in benefits for faculty receiving benefits in all schools combined was only $854. Most of this increase came from increased medical insurance costs ($385) and increased Social Security contributions ($270). Taking mild inflation into account, benefits for higher education faculty have been flat.

Retirement benefits for all schools combined showed slight growth: from $5,403 in 1996–97 to $5,669 in 1999–2000. The amount going into retirement programs as a percentage of salary remained flat (9.7 percent). At public colleges, the total percentage for all types of benefits received *declined* by 2.0 percent. Church-related schools showed a 4.2 percent increase in benefits as a percentage of salary; all benefit categories except tuition stayed the same or increased slightly.

Employer contributions to faculty benefits—including basic retirement plans, health insurance, and social security—have not improved during the last five years (Tables 1–4).

Another database, reporting change in benefits received as a percentage of salary over a longer period, reports slightly greater, but still modest results. From 1990–91 to 1998–99, note the IPEDS salary surveys conducted by the National Center for Education Statistics, the average faculty salary grew by 3 percent; average benefits increased by 5 percent (Table 5). The level of benefits as a percentage of salary remained almost constant (25 percent).[4]

DATA FROM THE PRESENT: THE COST OF FACULTY BENEFITS

What is the present status of faculty benefits? The annual average benefits for faculty on 9/10 month contracts for all higher education institutional types showed only a slight increase from $12,838 in 1997–98[5] to $12,966 in 1998–99 (Table 6). Total benefits for faculty on 11/12 month contracts at all institutional types also increased slightly (from $13,585 in 1997–98 to $13,896 in 1998–99) (Table 7).

Table 1

Average Institutional Cost of Benefits for Faculty Members Receiving Specific Benefits, in Dollars and as a Percentage of Average Salary, by Affiliation and Benefit, 1999–2000 (all ranks)

Benefit	All Combined		Public		Private-Independent		Church-Related	
Retirement	$5,669	9.7%	$5,728	9.9%	$6,369	9.6%	$4,390	8.6%
Medical Insurance	3,792	6.5	3,849	6.7	3,913	5.9	3,302	6.4
Disability	245	0.4	249	0.4	246	0.4	228	0.4
Tuition	3,106	5.3	955	1.7	6,367	9.6	6,916	13.5
Dental Insurance	456	0.8	482	0.8	400	0.6	372	0.7
Social Security	3,932	6.7	3,830	6.6	4,511	6.8	3,676	7.2
Unemployment	159	0.3	145	0.3	197	0.3	190	0.4
Group Life	197	0.3	189	0.3	237	0.4	174	0.3
Worker's Comp.	343	0.6	344	0.6	381	0.6	289	0.6
Benefits in Kind	922	1.6	673	1.2	1283	1.9	1730	3.4
All Combined	**$18,821**	**32.3%**	**$16,445**	**28.5%**	**$23,904**	**36.1%**	**$21,268**	**41.4%**

Source: American Association of University Professors, "AAUP Salary Survey Report," Academe (March–April 2000), table 10

Table 2

Average Institutional Cost of Fringe Benefits for Faculty Members Receiving Specific Benefits, in Dollars And as a Percentage of Average Salary, by Affiliation and Itemized Benefits, 1998–1999 (all ranks)

Benefit	All Combined		Public		Private-Independent		Church-Related	
Retirement	$5,551	9.9%	$5,667	10.1%	$6,060	9.6%	$4,219	8.5%
Medical Insurance	3,440	6.1	3,414	6.1	3,860	6.1	3,071	6.2
Disability	222	0.4	211	0.4	260	0.4	214	0.4
Tuition	3,038	5.4	975	1.7	6,510	10.3	6,693	13.5
Dental Insurance	439	0.8	461	0.8	403	0.6	346	0.7
Social Security	3,669	6.5	3,517	6.3	4,399	6.9	3,568	7.2
Unemployment	155	0.3	135	0.2	220	0.3	192	0.4
Group Life	188	0.3	180	0.3	235	0.4	168	0.3
Worker's Comp.	346	0.6	341	0.6	388	0.6	322	0.7
Benefits in Kind	966	1.7	753	1.3	1229	1.9	1706	3.5
All Combined	**$18,014**	**32.0%**	**$15,652**	**28.0%**	**$23,563**	**37.1%**	**$20,500**	**41.5%**

Source: American Association of University Professors, "AAUP Salary Survey Report." Academe (March–April 1999), table 10

Table 3

Average Institutional Cost of Benefits for Faculty Members Receiving Specific Benefits, in Dollars And as a Percentage of Average Salary, by Affiliation and Itemized Benefits, 1997–1998 (all ranks)

Benefits	All Combined		Public		Private-Independent		Church-Related	
Retirement	$5,459	10.1%	$5,583	10.4%	$5,849	9.5%	$4,124	8.6%
Medical Insurance	3,344	6.2	3,369	6.3	3,581	5.8	2,854	6.2
Disability	222	0.4	211	0.4	260	0.4	214	0.4
Tuition	2,800	5.2	837	1.6	6,849	11.1	6,273	13.1
Dental Insurance	413	0.8	437	0.8	353	0.6	337	0.7
Social Security	3,603	6.6	3,504	6.5	4,081	6.6	3,478	7.3
Unemployment	160	0.3	135	0.3	236	0.4	209	0.4
Group Life	190	0.3	183	0.3	228	0.4	167	0.3
Worker's Comp.	337	0.6	325	0.6	388	0.6	329	0.7
Benefits in Kind	874	1.6	634	1.2	1325	2.2	1696	3.5
All Combined	**$17,398**	**32.1%**	**$15,226**	**28.4%**	**$23,118**	**37.6%**	**$19,670**	**41.1%**

Source: American Association of University Professors, "AAUP Salary Survey Report" Academe (March–April 1998), table 10

Table 4

Average Institutional Cost of Benefits for Faculty Members Recieving Specific Benefits, in Dollars And as a Percentage of Average Salary, by Affiliation and Itemized Benefits, 1996–1997 (all ranks)

Benefit	All Combined		Public		Private-Independent		Church-Related	
Retirement	$5,403	10.3%	$5,583	10.6%	$5,610	10.7%	$4,030	7.7%
Medical Insurance	3,407	6.5	3,467	6.6	3,489	6.6	2,949	5.6
Disability	220	0.4	226	0.4	217	0.4	200	0.4
Tuition	3,078	5.9	1,006	1.9	6,266	11.9	6,396	12.2
Dental Insurance	447	0.9	494	0.9	316	0.6	323	0.6
Social Security	3,662	7.0	3,696	7.0	3,820	7.3	3,279	6.2
Unemployment	164	0.3	135	0.3	230	0.4	234	0.4
Group Life	191	0.4	185	0.4	225	0.4	172	0.3
Worker's Comp.	372	0.7	377	0.7	383	0.7	332	0.6
Benefits in Kind	1024	1.9	889	1.7	1113	2.1	1,625	3.1
All Combined	**$17,967**	**34.2%**	**$16,057**	**30.6%**	**$21,669**	**41.2%**	**$19,540**	**37.2%**

Source: American Association of University Professors, "Faculty Salary Survey Report," Academe (March–April 1998), table 10

Salaries and benefits for faculty members are low compared to the rest of the economy. During the 1990s, benefits increased only slightly and retirement plans, medical insurance, and Social Security make up the lion's share of total benefits received.[6] No surprises here.

A closer look at the data yields only four stand-out observations. First, tuition benefits are significant only at "private-independent" and "church-related" schools. That's to be expected, given the lower tuition charged at public institutions. Second, housing benefits are almost non-existent, even at doctoral-granting institutions. Again, no surprise. Third, doctoral-granting institutions generally pay higher salaries and provide more benefits than other colleges.[7] No surprise here, either. Fourth, long-term care does not show up as a benefit category anywhere. This is not a surprise, but our increased awareness of the high cost of growing old should spur us to include this benefit in our research—and at our workplaces.[8]

AUTUMN IS TOO LATE TO PLAN

When should we worry about the increasing costs of a fulfilling, care-free retirement? During the "good years" of course. How do we prepare? By saving that extra bit; paying for life insurance as long as we have dependents, and seeking vested access to supplemental health insurance and to good long-term care protection we hope never to use. Most important, we join in collective efforts to convince administrators that supporting and subsidizing our long-term financial needs serves the best interests of the college. Our job acceptance decisions depended more on current wages when we were less likely to live so long and when the prospects for affordable health care were so much better. Now, subsidizing benefits that guarantee a safe and deluxe pension and assure us that old age will not destroy our life savings affect an institution's ability to attract and retain full- and part-time faculty members.

Convincing employers that improved benefits are good investments requires faculty organization and education. Why organization? The ever-decreasing number of faculty members kept out of policy determination and budget-creating loops reduces the ability of the best-intentioned administrators to obtain needed financial support. Without organization, increased pressure on political leaders to produce improved K-12 test scores will keep the cost of higher education at a bare-bones minimum. Without collective action, the high front-end cost of relying on dot-coms for distance/convenience learning

Table 5

Average Salary, Average Benefit and Benefits as a Percent of Average Salary For Faculty on 9/10 Month Contracts by Type of Institution 1991–1991 to 1998–1999

Institutional Type	Current Dollars			Constant 1998/1999 Dollars		
	Average Salary	Average Benefits	Benefits (% of Salary)	Average Salary	Average Benefits	Benefits (% of Salary)
1990–1991						
Public	$40,672	$9,837	24.2%	$49,973	$12,087	24.2%
Private	37,287	8,884	23.8	45,813	10,915	23.8
Average	38,979	9,361	24.0	47,893	11,501	24.0
1991–1992						
Public	$41,801	$10,313	24.7%	$49,765	$12,278	24.7%
Private	38,711	9,416	24.3	46,086	11,211	24.3
Average	40,256	9,865	24.5	47,925	11,744	24.5
1992–1993						
Public	$42,527	$10,639	25.0%	$49,096	$12,282	25.0%
Private	40,132	10,002	24.9	46,331	11,547	24.9
Average	41,329	10,321	25.0	47,713	11,915	25.0
1993–1994						
Public	$43,325	$11,086	25.6%	$48,755	$12,475	25.6%
Private	41,456	10,378	25.0	46,651	11,679	25.0
Average	42,390	10,732	25.3	47,703	12,077	25.3
1994–1995						
Public	$44,823	$11,294	25.2%	$49,035	$12,355	25.2%
Private	42,839	10,656	24.9	46,864	11,657	24.9
Average	43,831	10,975	25.0	47,950	12,006	25.0
1995–1996						
Public	$45,937	$11,531	25.1%	$48,922	$12,281	25.1%
Private	44,167	10,825	24.5	47,037	11,529	24.5
Average	45,052	11,178	24.8	47,980	11,905	24.8
1996–1997						
Public	$47,241	$11,709	24.8%	$48,915	$12,124	24.8%
Private	45,411	11,240	24.8	47,020	11,638	24.8
Average	46,326	11,474	24.8	47,968	11,881	24.8
1997–1998						
Public	$48,641	$12,032	24.7%	$49,495	$12,244	24.7%
Private	47,233	11,648	24.7	48,063	11,853	24.7
Average	47,937	11,840	24.7	48,779	12,048	24.7
1998–1999						
Public	$50,592	$12,364	24.4%	$50,592	$12,364	24.4%
Private	48,443	11,857	24.5	48,443	11,857	24.5
Average	49,518	12,111	24.5	49,518	12,111	24.5

Summary: Percentage Change, 1990–1991 to 1998–1999

	Current Dollars		Constant 1998/1999 Dollars	
	Average Salary	Average Benefits	Average Salary	Average Benefits
Public	24%	26%	1%	2%
Private	30	33	6	9
Average	27	29	3	5

Source: NCES, IPEDS Salary Surveys, 1990–91 through 1997–98

** Based on 2,754 institutions (88.04 percent) of the NEA National Faculty Salary universe reporting data in all years.*

Table 6

Average Annual Benefits for Faculty Members on 9/10 Month Contracts* By Institutional Type and Benefit, 1998–1999 (Current Dollars)

Institutional Type	Benefit	Public	Independent	Average
AA	Retirement Plans	$4,157	$2,425	$4,127
	Medical/Dental Plans	3,662	1,658	3,628
	Group Life Insurance	150	92	149
	Other Insurance Benefits	168	1,791	196
	Disability Income Protection	100	119	100
	Tuition Plan	45	354	50
	Housing Plan	0	15	0
	Social Security Taxes	2,385	2,767	2,391
	Unemployment Compensation	104	257	106
	Worker's Compensation	288	198	286
	Other Benefits in Kind	53	53	53
	Total	$11,111	$9,730	$11,088
BA	Retirement Plans	$4,489	$3,644	$3,824
	Medical/Dental Plans	3,288	2,575	2,726
	Group Life Insurance	81	176	156
	Other Insurance Benefits	25	79	68
	Disability Income Protection	81	186	164
	Tuition Plan	128	828	679
	Housing Plan	9	88	71
	Social Security Taxes	2,910	3,384	3,283
	Unemployment Compensation	68	163	143
	Worker's Compensation	257	290	283
	Other Benefits in Kind	35	86	75
	Total	$11,371	$11,498	$11,471
BA+	Retirement Plans	$4,908	$3,650	$4,406
	Medical/Dental Plans	3,634	2,763	3,286
	Group Life Insurance	106	176	134
	Other Insurance Benefits	108	108	108
	Disability Income Protection	87	174	122
	Tuition Plan	87	860	396
	Housing Plan	0	35	14
	Social Security Taxes	3,359	3,432	3,388
	Unemployment Compensation	71	144	100
	Worker's Compensation	282	311	293
	Other Benefits in Kind	12	58	30
	Total	$12,654	$11,711	$12,278

Table 6 (continued)

Doctoral	Retirement Plans	$5,699	$6,085	$5,807
	Medical/Dental Plans	3,375	3,580	3,433
	Group Life Insurance	138	185	151
	Other Insurance Benefits	190	148	178
	Disability Income Protection	117	210	143
	Tuition Plan	108	1,169	407
	Housing Plan	2	27	9
	Social Security Taxes	3,467	4,356	3,717
	Unemployment Compensation	99	137	110
	Worker's Compensation	281	332	295
	Other Benefits in Kind	66	211	107
	Total	$13,543	$16,441	$14,359
Average		$12,610	$13,836	$12,966

Source: NCES, IPEDS Salary Survey, 1998–1999

** Based on 91.6 percent of faculty universe (2,837 institutions) reporting benefits data.*

technology reduces the amounts available to buy benefits. Without unions, colleges will continue to expand the use of part-time faculty who are denied adequate health-care and full retirement benefits.

Why education? Young academics—worried about surviving the tenure scramble, or perhaps just converting their position to a full-time job—rarely think about preparing for their autumn years.[9] But without good vested employee benefits—including savings beyond their planned pension, and a dependable long-term care program—they may not be able to go anywhere when they get very old, except in a pine box. Worse, it will be a cheap, simple pine box because they may have spent their life savings on long-term care, if they are lucky enough to become one of the "old old."[10] And more of us are likely to become "old old."[11]

THE NEW PRESIDENT: NO SOCIAL SECURITY SALVATION

Social Security reform—a key issue in the recent presidential election—promises a good news-bad news scenario. Four prominent Social Security reform plans, noted a recent analysis, "would maintain the program in the black for the next 75 years but at a cost of lower lifetime benefits for workers."[12] This scenario is the best that can be expected. The safety net remains—older faculty need not despair. But the safety net is not likely to grow—younger faculty must take heed.

How might Social Security reform proposals offered by the presidential candidates affect current pension plans? The plan offered by George W. Bush, according to press reports, allows workers to divert two percentage points from the current 12.4 percent Social Security tax into private retirement savings accounts. This 16 percent reduction would exacerbate projected long-term financing problems. Assuming the program will be insolvent by 2033 if the current system remains the same, this proposal would raise pressure to reduce minimum benefits. Bush denied he would decrease benefits or raise taxes, and he opposed requiring newly hired state and local employees to pay into the system. But his stance makes mandatory Social Security more appealing to many observers.

Conclusion: Younger faculty should seek the help of older faculty members to improve funding of defined benefit systems and employer participation in defined contribution plans.

Albert Gore focused on long-term financing and on creating supplemental retirement accounts. He would use the non-Social Security surplus to pay down the national debt and use the interest savings from this debt reduction to fortify the current Social

Table 7

Average Annual Benefits for Faculty Members on 11/12 Month Contracts* By Institutional Type and Benefit, 1998–1999 (current dollars)

Institutional Type	Benefit	Public	Independent	Average
AA	Retirement Plans	$4,425	$1,387	$4,222
	Medical/Dental Plans	2,973	2,669	2,952
	Group Life Insurance	102	85	101
	Other Insurance Benefits	101	143	104
	Disability Income Protection	80	103	81
	Tuition Plan	26	146	34
	Housing Plan	1	0	1
	Social Security Taxes	2,594	2,516	2,589
	Unemployment Compensation	72	121	75
	Worker's Compensation	178	210	180
	Other Benefits in Kind	98	255	109
	Total	$10,650	$7,635	$10,449
BA	Retirement Plans	$5,849	$2,334	$3,120
	Medical/Dental Plans	2,862	2,680	2,720
	Group Life Insurance	170	163	165
	Other Insurance Benefits	17	56	48
	Disability Income Protection	149	279	250
	Tuition Plan	65	214	181
	Housing Plan	0	54	42
	Social Security Taxes	3,162	2,908	2,965
	Unemployment Compensation	140	377	324
	Worker's Compensation	214	281	266
	Other Benefits in Kind	25	45	40
	Total	$12,652	$9,392	$10,122
BA+	Retirement Plans	$6,290	$3,267	$4,531
	Medical/Dental Plans	2,970	2,711	2,820
	Group Life Insurance	197	182	188
	Other Insurance Benefits	98	116	108
	Disability Income Protection	151	165	159
	Tuition Plan	86	550	356
	Housing Plan	0	102	59
	Social Security Taxes	3,726	3,370	3,519
	Unemployment Compensation	70	276	190
	Worker's Compensation	274	448	375
	Other Benefits in Kind	38	41	40
	Total	$13,900	$11,228	$12,345

Table 7 (continued)

Doctoral	Retirement Plans	$6,907	$5,747	$6,611
	Medical/Dental Plans	3,192	3,103	3,169
	Group Life Insurance	139	197	154
	Other Insurance Benefits	389	327	373
	Disability Income Protection	127	148	132
	Tuition Plan	122	799	294
	Housing Plan	2	69	19
	Social Security Taxes	4,348	3,977	4,253
	Unemployment Compensation	204	92	176
	Worker's Compensation	348	370	353
	Other Benefits in Kind	158	280	189
	Total	$15,935	$15,107	$15,724
Average		$14,210	$13,058	$13,896

Source: NCES, IPEDS Salary Survey, 1998–1999

** Based on 91.6 percent of faculty salary universe (2,837 institutions) reporting benefits data*

Security program. Using debt interest savings to shore up Social Security does little to solve the underlying problems, critics note. No real trust fund holds Social Security revenues, so the interest-savings funds would be transferred via Treasury Bonds dedicated to the program that taxpayers would be obligated to repay. Gore's supplemental account proposal allowed workers to dedicate additional funds to government-held personal Retirement Savings Accounts (RSAs). These accounts would not adversely affect existing pension plans. But improving these plans, while allowing non-covered workers to put more into their RSAs, would have the same effect.

Conclusion: The same as Bush.

Conclusion on the conclusions. Don't count on the federal government to solve your retirement security problems.

CONFLICTS: YOUNG AND LESS-YOUNG FACULTY

"Keeping what you have and try to get more" requires educating younger faculty about their long-term financial security and getting them involved in collective efforts to increase employer participation. But natural conflicts between age groups may arise in this effort, especially when using collective bargaining or the persuasive powers—such as they are—of academic senates. Dealing effectively with these conflicts requires candor and honesty. Consider two examples.

- Early retirement incentive programs that allow faculty to retire early, but then continue in their positions for multi-year periods as a contractual right: their cost and their impact on junior faculty work loads and status. The "flexibility" argument—formerly used to defend mandatory retirement—also applies to these programs.[13] Depending on the age distribution of the faculty, an early retirement program allowing partial retirement for a substantial numbers of colleagues may require administrators to hire more part-time faculty.

  Some observers justifiably criticize these plans as disruptive to the academic program. Part-time claims by seniors on full-time positions helps to explain the expanded role of part-time junior faculty, who usually work with inadequate benefits. The Faculty Early Retirement Program (FERP) at California State University allowed senior faculty to retire partially so that more junior faculty could be hired and phased into the system smoothly. Entry into FERP was manageable during the initial stages; the total number of FERP faculty was only 241 through 1991 (Table 8). But beginning in 1992, the long early retirement periods

permitted by the labor contracts meant that few participants actually retired each year (Table 8). The mid-1990s saw struggles between senior faculty wishing to maintain the program and younger faculty who blamed the program for reducing access to full-time tenure track positions efforts. Administrators wanted to reduce the length of time a faculty member could be in FERP or to eliminate the program entirely. But by 1997, the number of retirements of FERP faculty reached equilibrium with new requests to enter the program. Internal faculty strife lessened, and the administration and union compromised on the time allowed for participation in FERP. The program now appears to be a stable, acceptable part of the faculty's retirement benefits.[14]

The volatility of financial markets and the increased emphasis on pre-tax savings, coupled with the slow growth in faculty salaries (Table 5) during the 1990s, led some colleagues to take early retirement with a view to continue teaching on a part-time basis—a common practice.[15, 16] But the reasons for faculty members to take partial or early retirement changed dramatically after mandatory retirement ended in 1994.[17] The costs of retirement incentive plans often offset any presupposed benefits to faculty size and quality.[18] Unions must assure that a negotiated plan does not increase the number of part-time faculty without any benefits at all.

- The desperate situation of young faculty trying to purchase a house on a beginning salary—an impossibility in some parts of the

Table 8

Faculty Early Retirement: Faculty in the California State University By Campus and Year of Retirement, as of June 2000*

Campus	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	Total
Bakersfield	—	—	—	—	—	2	2	3	2	2	11
Chico	3	—	—	—	9	2	5	21	9	20	69
Dominguez Hills	2	—	1	2	3	3	3	4	4	1	23
Fresno	12	—	—	—	1	8	15	15	8	22	81
Fullerton	15	—	—	1	4	8	16	11	10	13	78
Hayward	16	—	—	—	—	1	9	18	5	1	50
Humboldt	—	—	—	1	—	5	6	17	5	7	41
Long Beach	31	1	1	4	6	14	15	31	16	8	127
Los Angeles	11	1	—	2	3	11	16	10	8	1	63
Northridge	44	—	—	3	9	12	22	34	10	21	155
Pomona	1	—	—	—	10	14	18	5	23	80	9
Sacramento	9	—	1	3	4	12	28	40	9	21	127
San Bernardino	6	—	—	1	—	1	5	4	1	—	18
San Diego	15	1	—	1	3	8	10	22	13	9	82
San Francisco	29	—	1	—	3	12	15	31	4	16	111
San Jose	1	—	1	3	4	3	13	16	8	14	63
San Luis Obispo	37	—	—	—	1	4	7	11	8	2	70
San Marcos	—	—	—	—	—	—	—	—	—	1	1
Sonoma	1	—	—	—	—	1	1	4	2	14	23
Stanislaus	—	—	—	—	1	1	2	—	3	7	14
Totals	**241**	**4**	**5**	**21**	**50**	**118**	**203**	**312**	**127**	**199**	**1280**

Source: California State University Administrative Records

Note: 1991 values include participants who entered in FERP program in prior years.

country. Most senior faculty who bought housing in a more affordable real estate economy are sympathetic, but unwilling to sacrifice top-end salary or cost of living adjustments to provide housing subsidy benefits. Where employer-provided housing subsidies are impossible, employers and employees should join to convince retirement system administrators to use pension fund assets to develop efficient member home loan programs.[19]

Academic unions, faculty senates, and retiree organizations must balance the retirement needs of senior faculty with the immediate benefits desired by junior faculty. Employers and employees jointly support programs promoting equitable, effective methods of obtaining housing, early participation in long-term care protection programs, and saving throughout life.

LONG-TERM CARE

Prospects for living longer get better every year. This seems like good news, but avoiding expensive long-term care is a matter of luck. A lengthy retirement marked by chronic illness or serious disability—a prospect faced by an increasing number of people over 80—destroys good years of saving and planning. Ironically, government programs for long-term care do not subsidize citizens who prudently accumulated savings in well-balanced retirement programs until their life savings are expended.[20]

"The increased life expectancy of the American population, especially college and university personnel," observed the *NEA 2000 Almanac*, "makes long-term care a key part of retirement planning."[21] Rapid increases in life expectancy and in the cost of medical care led many large retirement plans to focus on the need for insurance.[22] The California Public Employees' Retirement System (CalPERS) began to develop a long-term care plan (LTCP) for its more than 1 million members a decade ago, and began accepting enrollees in 1995. More than 132,000 lives are now covered. Long-term care is usually a family-based problem, so LTCP covers all members of CalPERS and the California State Teachers Retirement System (CalSTRS), *and* their spouses, parents, parents-in-law, and retirees.[23] Extensive efforts to educate CalPERS members to assure assistance for daily living activities has paid dividends as the number of LTCP members—especially younger participants—expanded. In turn, the excellent experience of LTCP led to improved benefits.

Medicare and Medicaid do not provide long-term care for employees and retirees. Congress, observers agree, is not likely to add this coverage. But employers could sponsor new savings and insurance group plans that guarantee enrollment for employees "actively at work" and that help workers purchase this protection economically.[24] But unions face a vicious cycle. They must convince employers that prospective employees will seek jobs where long-term care protection is available. But they must first convince today's faculty member of the future value of the benefit.[25] Right now, most young employees would rather have the cash. Breaking this cycle is difficult but necessary, since obtaining the benefit as a term of employment requires collective action.

CONCLUSION: THE IMPORTANCE OF EMPLOYEE EDUCATION

Unions sometimes refer to employee education as "organizing;" they sometimes identify organizing as "educational work." For the worthy work of unions to be successful, a great deal of organizing is required.

But we must not confuse employee education with organizing in this context. Faculty can quickly learn about employer-funded benefits by exploring the web sites of pension systems and by reading publications directed by colleges to their employees.[26] These efforts to communicate may contain some helpful tips, but they have minimal value if they are promoting products that encourage faculty members to "simply save and invest" their money, to "plan" for retirement, and to "protect" families from the ravages of old age. Without pressure from university employees on their employers to provide better, more reliable information regarding retirement and benefit options, faculty members will remain dependent on publications and communications from profit-seeking companies trying to market their products.

All these communications are not as useful as a single observation: we are living longer, but a longer life may not be enjoyable. Unions must excite faculty and staff to acquire more knowledge and dedication than competing forces, and to band together to advocate for their common interest. Possessing data on past and present salaries and benefits paid may allow us to explore new ways of packaging old separate objectives. But perhaps most important is the unbiased, unabridged, and understandable education needed to enlist our colleagues in the call to action.

Senior and junior faculty members: it is in your common interest to convince your employers that the seemingly high cost of providing for the future is a bargain. Such a task is never easy.

NOTES

[1] Chronister, 1994, 1995, 1996, 1997, 1998, 1999, 2000. Chronister's analyses are recommended reading. These basic research resources provide valuable historical perspective to faculty benefits advocates. The accompanying extensive references are relevant to any discussion of faculty benefits and retirement.

[2] New pre-tax saving opportunities relying on defined benefit *and* defined contribution systems are improving post-retirement possibilities. The financial planning and investor education offered by these plans are making retirement planning easier. Web sites offering retirement planning options include: www.agfundgroup.com, www.calpers.ca.gov, and www.ucop.edu/bencom.

[3] American Association of University Professors, 1997, 1998, 1999, 2000. Disability coverage has always been included, but no research singles out long-term care insurance as a benefit class. This omission merits rectification, given the increased interest in long-term care.

[4] National Center for Education Statistics, 1998–99.

[5] Chronister, 2000, Table 7.

[6] Benefit levels remain stable whether the data is broken into ten (AAUP data) or 11 (IPEDS data) components.

[7] No study includes data for private, for-profit, dot.com higher education providers.

[8] Chronister, 2000, 86. "About 40 percent of leadership 'family friendly campuses' provided long-term care insurance," Chronister notes. He referred to the "leadership campuses" identified in Chronister, 1998, 104.

[9] Clark and Pitts, 10. "Faculty members actually based their pension decision on relatively little information or advice," concluded the authors. "They didn't view it as a difficult financial decision, and they devoted relatively limited time to making the decision." My experience when emphasizing the importance of benefits, pension planning, and long-term health care needs indicates that faculty members don't like to think about such needs until they are well past the midpoint of their career.

[10] Warshawsky, 2000. Warshawsky's review and analysis of issues related to long-term care is the most current and thorough paper on the subject. He indicates, "The need for long-term care services is particularly great among the elderly, especially the 'old old' (those age 85 or above), a segment of the population that is projected to grow dramatically as the baby-boom generation ages" (1).

[11] Friedland, 1999 discusses the actuarial work documenting the conclusion that "very old" means living beyond age 95.

[12] Congel, 2000, 5517.

[13] During the 1980s, early and phased retirement programs attempted to smooth the transition for faculty while paying for themselves (Crist, 1989). The California State University collective bargaining agreement contained a Faculty Early Retirement Program (FERP) since 1983. But continuing the FERP provision became controversial as many again faculty members saw early retirement schemes as an entitlement (http://calfac.org/contracts.html, http://www.calstate.edu/tier3/PubAffairs/news/CFAFSmarch.html, and http://www.calstate.edu/tier3/PubAffairs/stateline/stateline11.html).

[14] See the labor contract provisions in the CSU Faculty Early Retirement Program (http://calfac.org/contracts.html).

[15] Taylor, 1999. Retired faculty generally do well because of generous pensions resulting from career paths that "typically provided almost continuous employment in the same field, often with the same employer" (12).

[16] Taylor, 1999, 5.

[17] Clark and Hammond, 1998, summarizes the proceedings of "Examining Life After the End of Mandatory Retirement," a symposium on transitions in retirement planning during the 1990s.

[18] Kim, 1995, reviews faculty responsiveness to an early retirement program and the effect of that program on instructional quality at the University of California.

[19] Some pension funds developed member home loan programs to help the first-time buyer where no employer-provided benefits were likely. See www.calpers.ca.gov.

[20] Warshawsky, 2000.

[21] Chronister, 2000, 86.

[22] Friedman, Rimsky and Johnson, 1996; Employee Benefit Research Institute, 1997.

[23] CalSTRS is a separate retirement system, but the CalPERS plan was designed and underwritten by the CalPERS Board of Administration to include CalSTRS members as eligible. See www.calpers.ca.gov.

[24] Warshawsky, 2000, 10, discusses the possibility of integrating an immediate life annuity and a long-term care insurance policy into one product that could be made available to pension plan participants.

[25] Several research groups are addressing the problem of financing long-term care. See Warshawsky, 2000; Cohen, 1998; Mulvey and Stucki, 1998, and Health Insurance Association of America, 1998.

[26] See the reference list.

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Higher Education Support Personnel

Worklife Issues

by Linda K. Johnsrud

Linda K. Johnsrud *is associate dean for academic affairs, College of Education, University of Hawaii at Manoa. A past member of the University of Hawaii Professional Assembly and a 1998-99 fellow of the American Council on Education, she has also chaired the university's faculty senate.*

Johnsrud writes extensively on worklife issues of administrative staff and faculty. She is author of Maintaining Morale: A Guide to Addressing the Morale of Midlevel Administrators and Faculty *(College and University Personnel Association, 1996). A frequent speaker on campus and in the community, Johnsrud has worked with colleges and universities in Guam, Japan, Korea, and Western Australia.*

About 60 percent of all higher education employees are support personnel.[1] But what do we know about their worklives? Statistics on education support personnel (ESP) published by the National Center for Education Statistics focus on demographics—size, salary, education, sex, and race—not on worklife issues. Some reports on ESP worklife issues portray staff members as a group, thereby obscuring within-group differences. Other reports focus on a subset of employees, thus precluding comparisons. Neither approach reveals the commonalties and differences in worklife issues among staff members. Assuming that secretaries, technical staff, machine operators, and food service workers, for example, share the same concerns and sources of satisfaction ignores obvious differences in roles, tasks, and working conditions. A 1997 NEA-sponsored survey—first reported in the *NEA 1999 Almanac*—permits us to compare and contrast worklife issues and concerns among occupational work groups.[2]

CATEGORIES OF EDUCATION SUPPORT PERSONNEL

Let's first note the key groups of higher education support personnel. NEA divides ESPs into nine occupational groups:[3]

1) Building and grounds maintenance/repairs
2) Security services
3) Food services
4) Health and student services
5) Paraprofessionals (instructional and non-instructional aides)
6) Secretarial, clerical, administrative services
7) Technical services
8) Trades, crafts, machine operators
9) Transportation, delivery, vehicle mechanics

NEA randomly surveyed members of all nine groups of ESPs in higher education by mail, obtaining a 54 percent return rate (n=1,061)*. (*The usable "n" varies due to missing data on specific questions.) The results were weighted by NEA region. The

small numbers of respondents in some groups mandated an analysis by four primary groups:

1. Clerical (secretarial, clerical, administrative services) = 64.5 percent of the total respondents (n=669).
2. Technical/paraprofessional (health and student services, paraprofessionals, and technical services) = 17.6 percent (n=182).
3. Service/maintenance (building and grounds maintenance/repairs, security services, food services, and transportation, delivery, vehicle mechanics) = 13.8 percent (n=143).
4. Skilled crafts (trades, crafts, machine operators) = 4.1 percent (n=43).

Figure 1 shows the relative representation of the respondents by occupational group (n=1,037), in the four groups analyzed in this chapter.

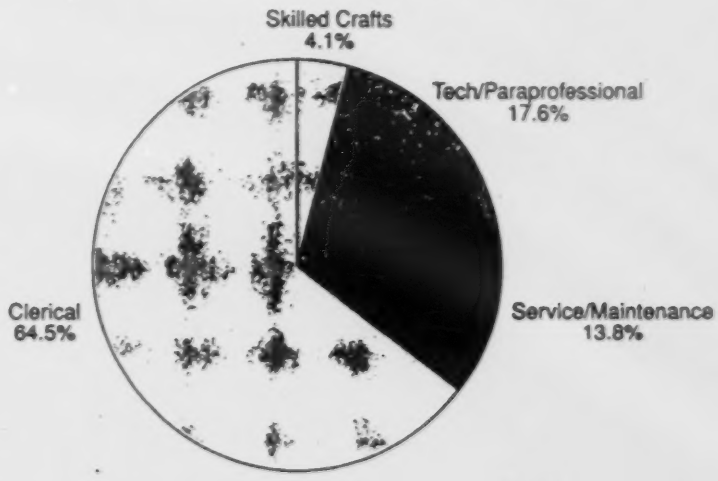
DEMOGRAPHIC DATA

About 77 percent of the NEA survey respondents who provided their occupational group were women (n=798); 23 percent (n=239) were men. Figure 2, breaking down occupational groups by sex, shows substantial gender segregation. Women predominated among the clericals: 93.3 percent vs. 6.7 percent (n=624 and 45, respectively); and the technical/paraprofessionals: 72.5 percent vs. 27.5 percent (n = 132 and 50). Most skilled crafts respondents were men: 98.0 percent vs. 2.0 percent (n = 42 and 1). So were most service/maintenance respondents: 71.3 percent vs. 28.7 percent (n = 102 and 41). These patterns remained after controlling for institutional variation and organizational differences.[4]

Most respondents were white (85.1 percent); the next largest groups were Black (9.0 percent), Hispanic (2.9 percent), Native American (1.1 percent), and Asian (1.1 percent). Less than 1 percent reported mixed race/ethnicity (Figure 3). Table 1 breaks down the occupational groups by race/ethnicity. The proportion of whites—the majority in every group—ranged from 72 percent (service/maintenance) to 88 percent (technical/paraprofessional). The service/maintenance group showed the highest proportion of Blacks (23 percent of 139 respondents). But nearly half the Black respondents were clericals (46 of 92 respondents). Hispanics

Figure 1

Respondents by Occupational Group (n=1,037)

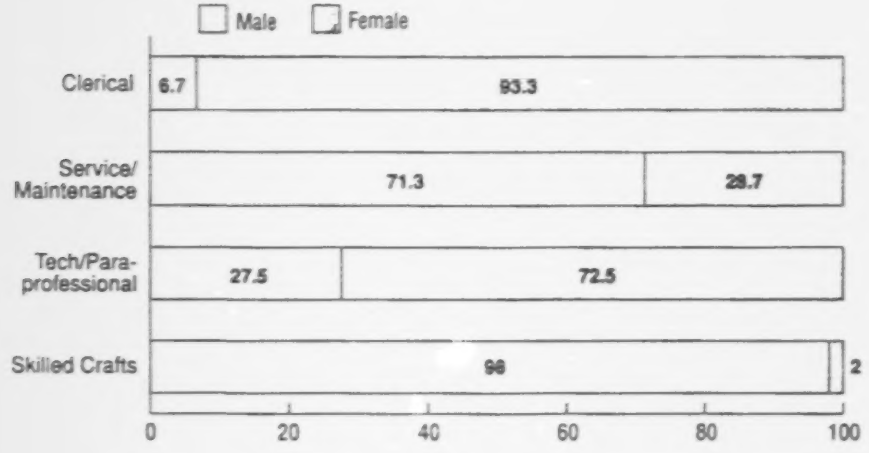


97

Source: 1997 NEA Survey of Higher Education Support Personnel Members

Figure 2

Respondents by Sex and Occupational Group



Source: 1997 NEA Survey of Higher Education Support Personnel Members

represented between 2 and 3 percent of each group; Asians and Native Americans less than 3 percent.

Table 2 shows the highest degree earned by members of each occupational group. About 30 percent of the technical/paraprofessionals had bachelor's degrees. Among the clericals and the skilled crafts respondents, 38 percent and 42 percent, respectively, reported "some college" as their highest degree. About 48 percent of the service/maintenance respondents had a high school diploma or a GED. Figure 4 shows little variance in the mean age of respondents by occupational group (46 to 48 years of age).

Average annual salaries differed by occupational groups (Figure 5). The skilled crafts group reported the highest salaries ($26,266); service/maintenance workers reported the lowest ($21,321). Clericals and technical/paraprofessionals reported intermediate average annual salaries ($22,972 and $24,817, respectively). Figure 6 breaks down salary by gender. Male respondents reported higher average annual salaries in the clerical, service/maintenance, and technical/paraprofessional occupational groups. In the skilled crafts, the one female respondent reported a slightly higher salary than the average for men.

SOURCES OF SATISFACTION AND DISSATISFACTION BY ESP OCCUPATIONAL GROUP

Table 3 summarizes levels of satisfaction and dissatisfaction with each of the 14 worklife items included on the NEA survey. There were no statistically significant differences by occupational group on the level of satisfaction expressed on several categories: wages you earn, employee benefits, kind of work you do, amount of work you are expected to do, chances for promotion or advancement, and health and safety protection. All four groups expressed satisfaction—defined as the sum of "very satisfied" and "satisfied" responses—with amount of work, health and safety protection, employee benefits, and kind of work (range = 74 to 90 percent).

Respondents across the occupational groups reported dissatisfaction—defined as the sum of "dissatisfied" or "very dissatisfied" responses—with wages earned and chances for promotion or advancement (44 percent and 68 percent, respectively).

The four occupational groups reported significant differences in levels of satisfaction on several other worklife issues (Figures 7 through 14). For example, 33 percent of the

Table 1

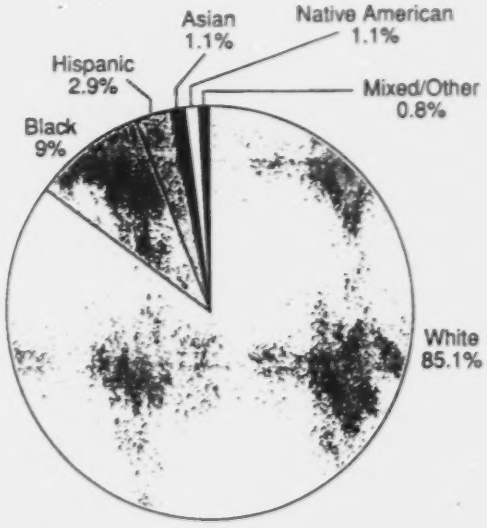
Respondents by Race/Ethnicity and Occupational Group (n=1,017)*

	Number (percent)			
Race/Ethnicity	Clerical	Service/ Maintenance	Technical/ Paraprofessional	Skilled Crafts
Asian	9 (1.4%)	1 (0.7%)	1 (0.6%)	0
Black	46 (7.0%)	32 (23.0%)	11 (6.1%)	3 (7.1%)
Hispanic	20 (3.1%)	3 (2.2%)	5 (2.8%)	1 (2.4%)
Native American	8 (1.2%)	2 (1.4%)	0	1 (2.4%)
White	571 (87.0%)	100 (72.0%)	159 (88.3%)	36 (85.7%)
Mixed/Other	2 (0.3%)	1 (0.7%)	4 (2.2%)	1 (2.4%)
Totals	**656**	**139**	**180**	**42**

** Due to missing data.*

Figure 3

Respondents by Race/Ethnicity (n=1,017)*



Source: 1997 NEA Survey of Higher Education Support Personnel Members

** Due to missing data.*

Table 2

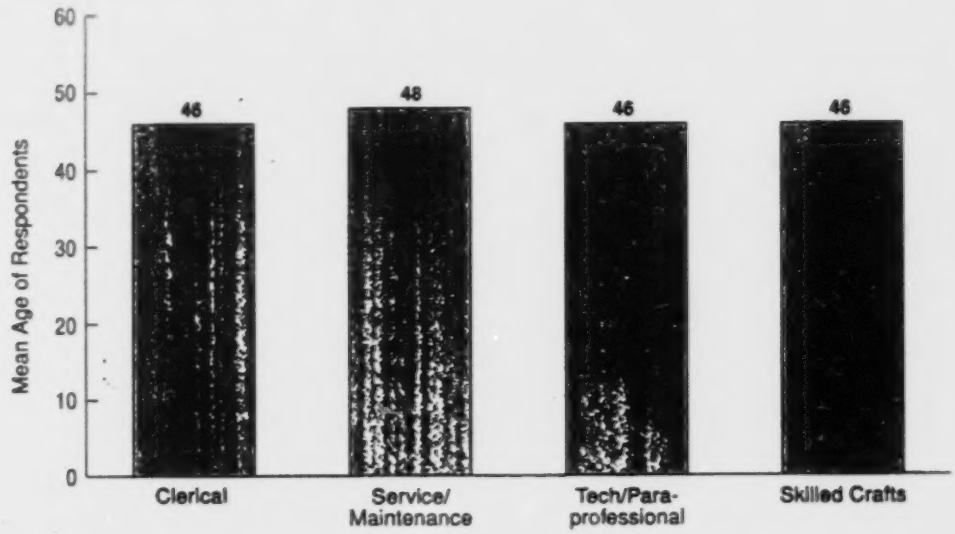
Respondents by Highest Degree Earned and Occupational Group

Number (percent)

Highest Degree Earned	Clerical	Service/ Maintenance	Technical/ Paraprofessional	Skilled Crafts
No high school	4 (1.0%)	13 (9.0%)	1 (1.0%)	1 (2.0%)
"High school, GED"	110 (16.0)	68 (48.0)	18 (9.0)	14 (33.0)
Some college	253 (38.0)	36 (25.0)	37 (20.0)	18 (42.0)
Two-year degree	188 (28.0)	18 (13.0)	46 (25.0)	6 (14.0)
Bachelor's	93 (14.0)	6 (4.0)	55 (30.0)	4 (9.0)
Master's	19 (3.0)	2 (1.0)	29 (16.0)	0 (0.0)
Doctorate	1 (0.001)	0 (0.0)	0 (0.0)	0 (0.0)
Totals	**668**	**143**	**186**	**43**

Figure 4

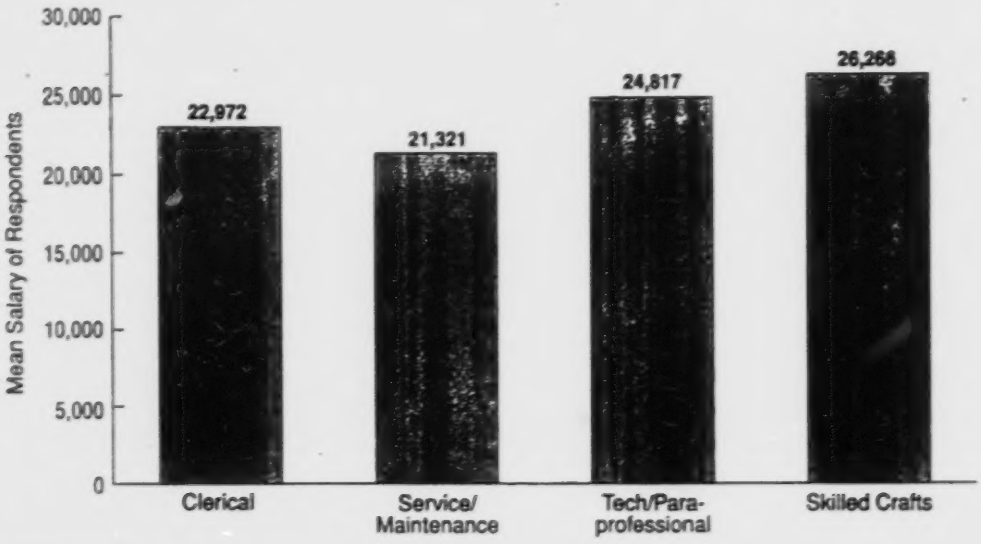
Respondents Mean Age by Occupational Group



Source: 1997 NEA Survey of Higher Education Support Personnel Members

Figure 5

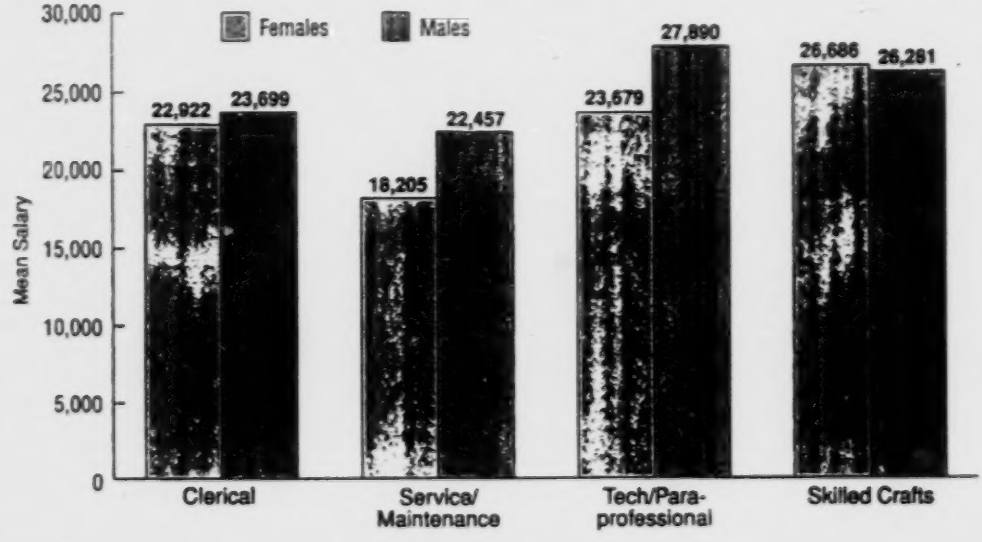
Respondents Mean Salary by Occupational Group



Source: 1997 NEA Survey of Higher Education Support Personnel Members

Figure 6

Respondents Mean Salary by Occupational Group and Sex



Source: 1997 NEA Survey of Higher Education Support Personnel Members

service/maintenance respondents—but only 19 percent of the clericals—noted dissatisfaction with the personal fulfillment they experience from their job (Figure 7). Similarly, service/maintenance disclosed greater dissatisfaction with the freedom they experienced in their positions (23 percent of each group) than do clericals (11 percent) (Figure 8).

Skilled crafts group members were considerably more dissatisfied with their job security (33 percent) than members of the other groups (clericals = 17 percent; service/maintenance = 23 percent; technical/paraprofessional = 24 percent) (Figure 9). The skilled crafts respondents also reported the highest levels of dissatisfaction on opportunities for training to improve skills (57 percent) and for retraining or developing new skills (59 percent) (Figures 10 and 11). In contrast, only 25 and 28 percent of the clericals were dissatisfied with their training and retraining opportunities, respectively. Respondents from the service/maintenance and technical/paraprofessional groups fell between these extremes.

Figures 12, 13, and 14 show the levels of satisfaction with the support received from supervisors, local associations, and faculty members, respectively. Service/maintenance expressed the most dissatisfaction with supervisor support (41 percent). Skilled crafts respondents were most dissatisfied with support from their local association (48 percent) and from the faculty (39 percent); service/maintenance (32 percent), clericals, and technical/paraprofessionals followed (25 percent of each group).

Table 4 measures overall satisfaction and dissatisfaction for each group, computed by averaging the percentages for each of the 14 worklife issues. Clericals reported the highest overall satisfaction (75 percent); skilled crafts, the lowest (64 percent). The total satisfaction level across the four groups was 73 percent—a relatively high level of reported satisfaction. But this level also meant that, on average, one quarter or more of the respondents in every group were dissatisfied.

Table 3

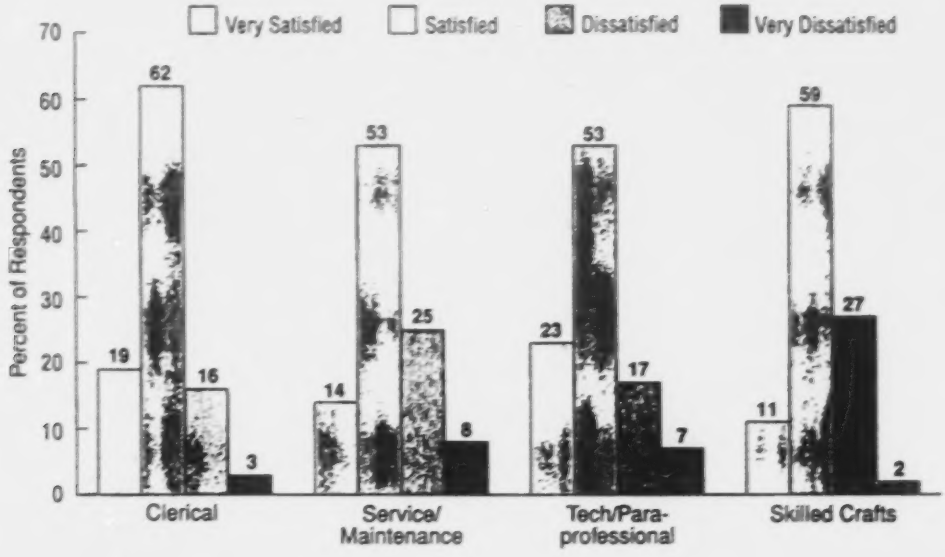
Summary: Percent Satisfaction/Dissatisfaction by Worklife Issue

Worklife Issue	Satisfied %	Dissatisfied %
Wages you earn	56.4	43.6
Employee benefits	88.5	11.5
Fulfillment from job*	77.5	22.5
Freedom to do job*	85.2	14.8
Job security*	80.7	19.3
Kind of work you do	90.1	9.9
Expected work	76.4	23.6
Chances for promotion	31.9	68.1
Training to improve skills*	69.1	30.9
Retrain/develop new skills*	66.5	33.5
Health and safety	81.4	18.6
Support from supervisor*	73.7	26.3
Support from association*	73.7	26.3
Support from faculty*	73.4	26.6
Overall %	**73.2**	**26.8**

** Responses differed significantly by occupational group (see Figures 7-14)*

Figure 7

Personal Fulfillment From Job*



*Chi-square = 24.68, significant at p<.003

SOURCES OF CONCERN BY ESP OCCUPATIONAL GROUP

The NEA survey also asked the respondents to rank worklife issues by level of concern. Wages that did not reflect changes in the job, and layoffs and downsizing were major concerns for the four occupational groups (57 and 45 percent, respectively). The increasing amount of work, the need for retraining, and skill improvement were also major concerns (38, 28, and 26 percent, respectively) (not tabled here).

Other areas of concern showed considerable variation by group. Service/maintenance and skilled crafts respondents were "very concerned" about contracted work (very concerned = 50 and 46 percent, respectively). In contrast, only 18 percent of the clericals and of the technical/paraprofessionals answered "very concerned" (Figure 15). Similarly, 41 and 40 percent of the service/maintenance and the skilled crafts respondents saw health and safety threats as a major concern; the respective proportions for clericals and technical/paraprofessionals were 22 and 24 percent (Figure 16).

Skilled crafts respondents saw involuntary transfers as of relatively little concern (major concern = 7 percent; minor concern = 62 percent) (Figure 17). So did clerical and technical/paraprofessionals (major concern = 26 and 17 percent, respectively). But involuntary transfers were a major concern for 38 percent of the service/maintenance respondents. Working outside one's assignment (Figure 18) varied as a major concern from 20 percent (technical/paraprofessionals) to 35 percent (service/maintenance).

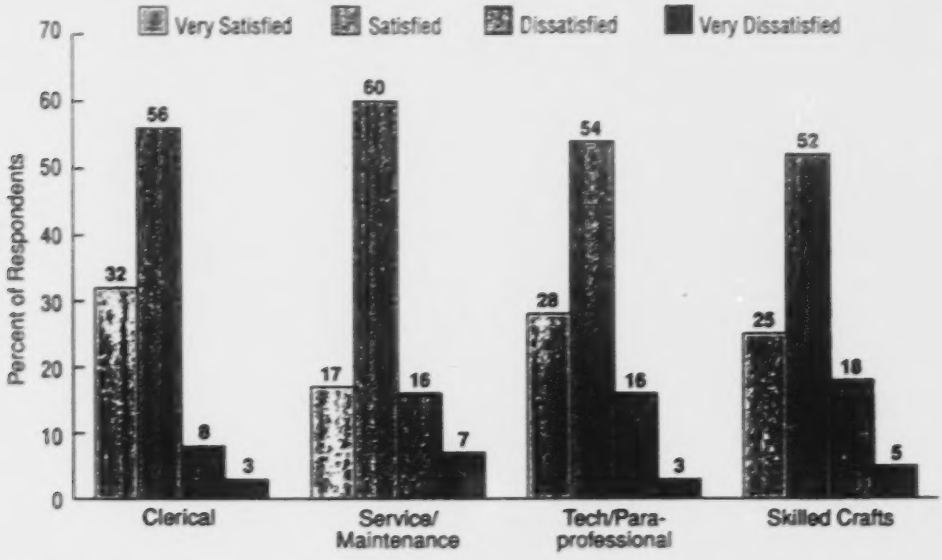
All four groups saw the lack of opportunities for promotion and advancement as a major concern (Figure 19). The range: from 53 percent of the technical/paraprofessionals to 69 percent of the skilled crafts respondents.

SUMMARY

These statistically significant differences by groups on many issues should come as no surprise. Many differences uncovered are commonsensical when the conditions and context of the work in particular occupational areas are considered. Despite the differences,

Figure 8

Freedom in the Position*



*Chi-square = 29.20, significant at p<.001

all four occupational groups listed wages that do not reflect changes in the job, chances for promotion, and the possibility of layoffs and downsizing as sources of greatest dissatisfaction and/or greatest concerns. The following summaries note the issues of particular concern to each group.

Clerical staff: Clericals reported high levels of satisfaction relative to other support personnel; they, for example, expressed the most satisfaction with the freedom experienced in their positions. But one-fourth of the clericals were dissatisfied with support from their supervisors, their association, and the faculty. The primary concern: the lack of opportunity for promotion and advancement.

Service/maintenance: This group reported higher levels of dissatisfaction than other groups on their opportunity for training to improve skills and to retrain and develop new skills, and on supervisor support. Service/maintenance workers were also concerned with involuntary transfers, work outside their assignments, threats to health and safety, and the potential of contracted work.

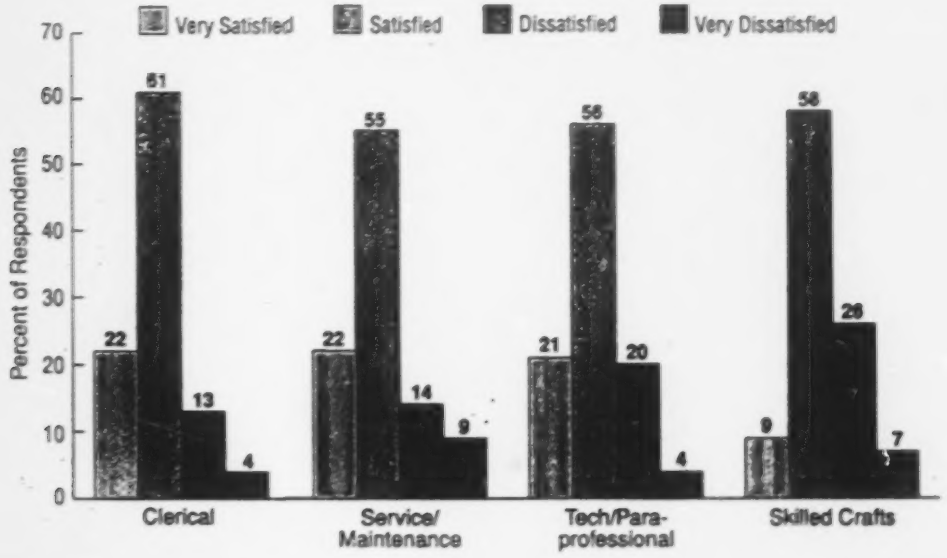
Technical/paraprofessional: Technical/paraprofessionals reported relatively high levels of satisfaction. The three related exceptions: opportunity for training to improve skills, opportunity to retrain and develop new skills, and opportunity for promotion and advancement.

Skilled crafts: The responses of skilled crafts workers mirrored the major concerns reported by the service/maintenance group regarding contracted work and threats to health and safety. In addition, the skilled crafts group expressed most concern about job security, support from their local association, and the lack of opportunities for promotion and advancement. Skilled crafts workers were somewhat less concerned than their service/maintenance colleagues about involuntary transfers and work outside of their assignment.

These results are not idiosyncratic. For example, all groups saw the lack of opportunities for promotions and advancement as a major concern, despite significant differences in the absolute levels. But not all groups saw contracting out and job security as major concerns.

Figure 9

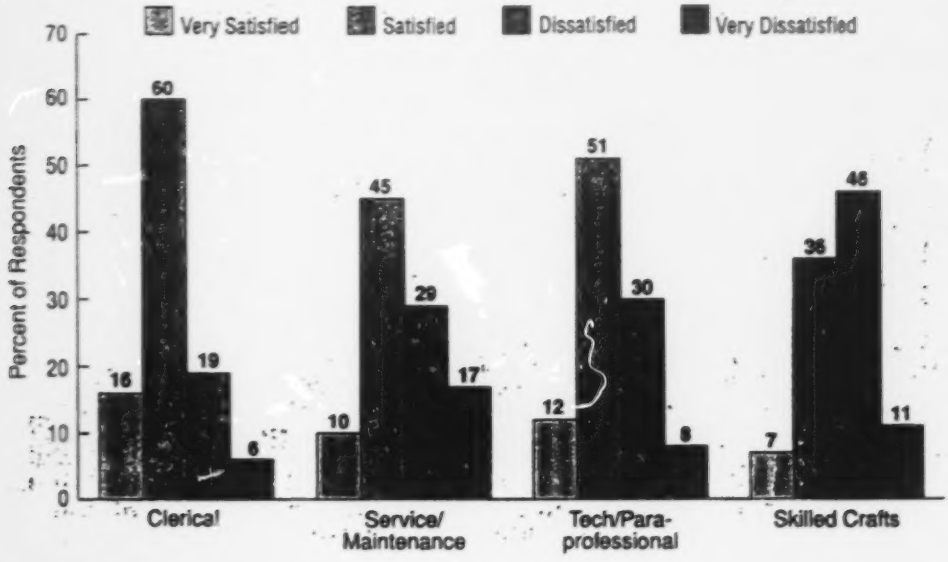
Job Security*



*Chi-square = 20.70, significant at p<.014

Figure 10

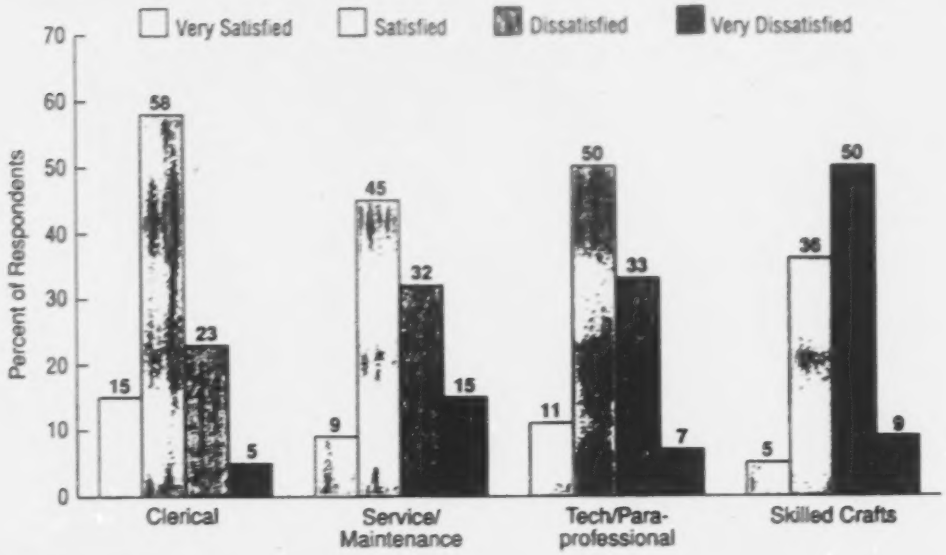
Opportunities for Training to Improve Skills*



*Chi-square = 53.92, significant at p<.000

Figure 11

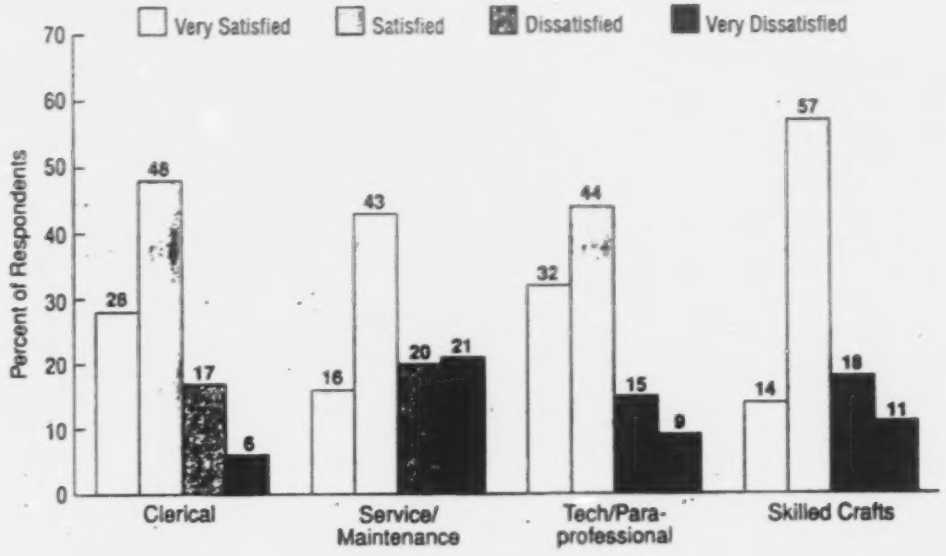
Opportunities to Retrain/Develop New Skills*



*Chi-square = 47.85, significant at p<.000

Figure 12

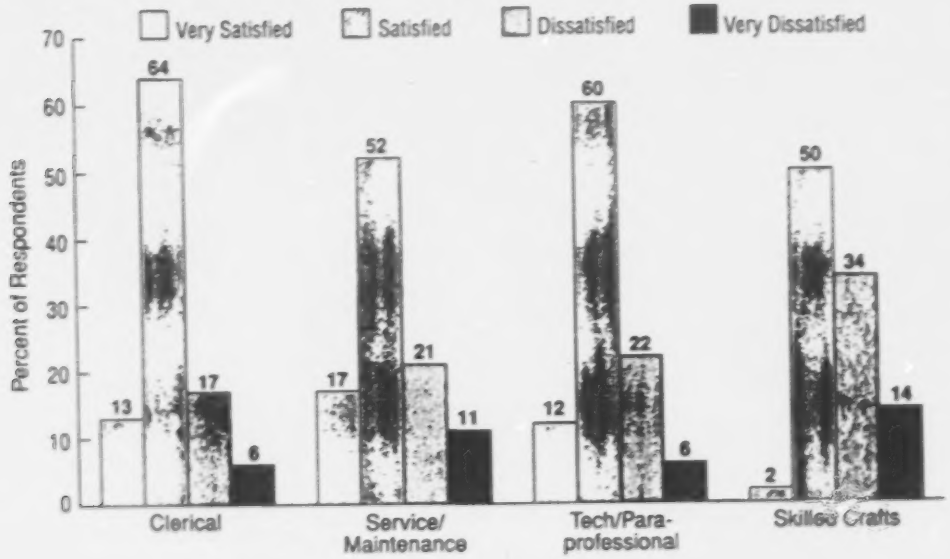
Support From Supervisor*



*Chi-square = 42.70, significant at p<.000

Figure 13

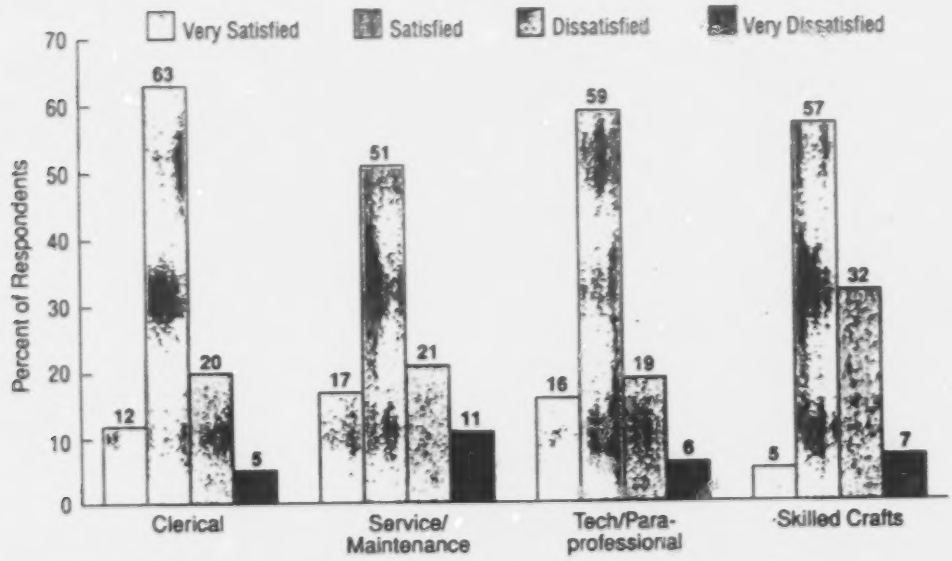
Support From Local Association*



*Chi-square = 23.29, significant at p<.006

Figure 14

Support From Faculty*



*Chi-square = 16.91, significant at p<.05

Table 4

Percent Satisfaction/Dissatisfaction by Occupational Group*

Occupational Group	Satisfied	Dissatisfied
Clerical	75.4%	24.6%
Service/Maintenance	67.0%	33.1%
Technical/Paraprofessional	72.2%	27.8%
Skilled Craft	64.2%	35.8%

** Percents rounded to the nearest tenth*

INSTITUTIONAL RESPONSES

Administrators and bargaining units usually focus on worklife issues that concern the majority of their employees. Responding to differences within groups is not always possible; policies and practices are expected to be equitable and fair to all groups. The variance in degree of union representation makes responses even more difficult. Nationally, 50 different unions represent the one-third of support personnel that are unionized.[5] But unionization rates varied by occupational group: technical/paraprofessionals showed the lowest rate (14.8 percent), clericals are next (37.2 percent), and the service/maintenance and skilled crafts are highest (42.8 percent).

A chapter in the *NEA 1998 Almanac* analyzed provisions for outsourcing support staff work in the 149 ESP contracts in NEA's Higher Education Contract Analysis System.[6] Many universities contract out services to cut costs and balance budgets. Managers, noted the report, have considerable discretion to subcontract work, and ESP personnel bear the brunt of outsourcing.[7] Contracts, the analysis suggested, should allow administrators to invest in training and developing support personnel. These findings reinforce the concerns expressed by the service/maintenance and skilled crafts respondents in the NEA study. Bargaining units must give these concerns high priority when they negotiate contracts.

Administrators and bargaining agents must look deep within their units to discover the worklife issues of concern to ESPs. Some generalizations may obscure key differences in sources of satisfaction and frustration. Take wages, for example. When asked about their earnings, 56 percent of the respondents reported satisfaction. But 57 percent noted concern that their wages did not reflect changes in their jobs. Respondents also expressed concern about workplace changes at a time of dramatic declines in the number of new hires (service/maintenance = 35 percent, skilled crafts = 57 percent, clericals = 52 percent, technicals = 54 percent).[8] Too often, the amount of work increased while the number of support personnel who perform the work decreased.

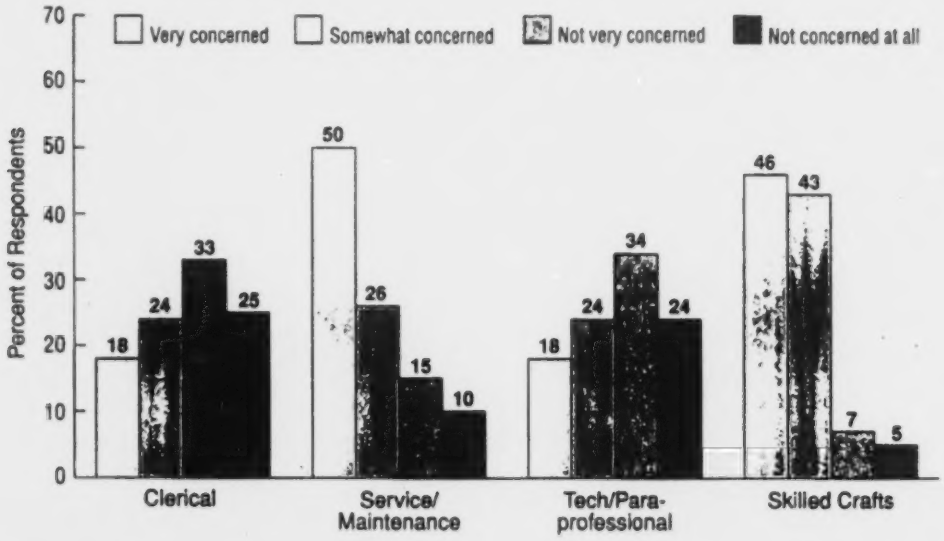
CONCLUSION

The NEA survey describes a national random sample; realities on any campus may differ. The best decisions about improving the worklives of education support personnel are therefore likely to emanate from specific institutional data. Colleges and bargaining units should survey their employees to discover the key campus-wide and group-specific issues.[9] The survey—and the follow-up—should identify differences that matter; employees do not attribute equal importance to all differences, nor can colleges simultaneously address all differences.

The NEA survey, by identifying vital issues, merits the attention of bargaining units and campus administrators. Improving the work lives of the personnel who support the mission and activities of higher education should have high priority.

Figure 15

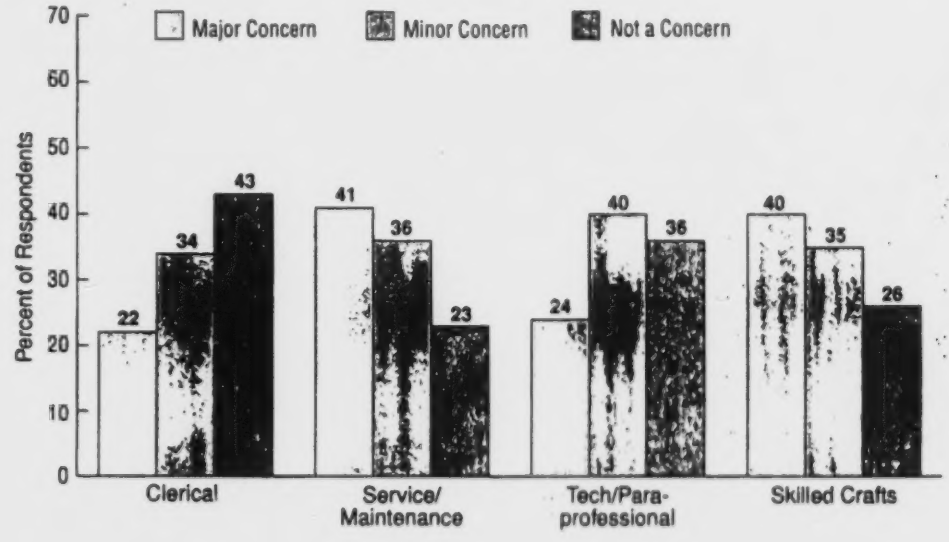
Concerned with Contracted Work*



*Chi-square = 108.89, significant at p<.000

Figure 16

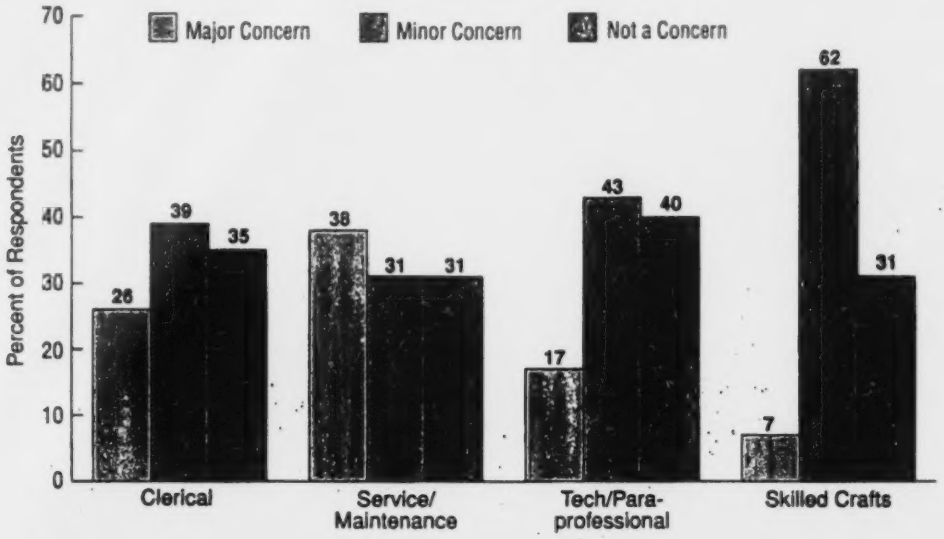
Threats to Health and Safety*



*Chi-square = 34.97, significant at p<.000

Figure 17

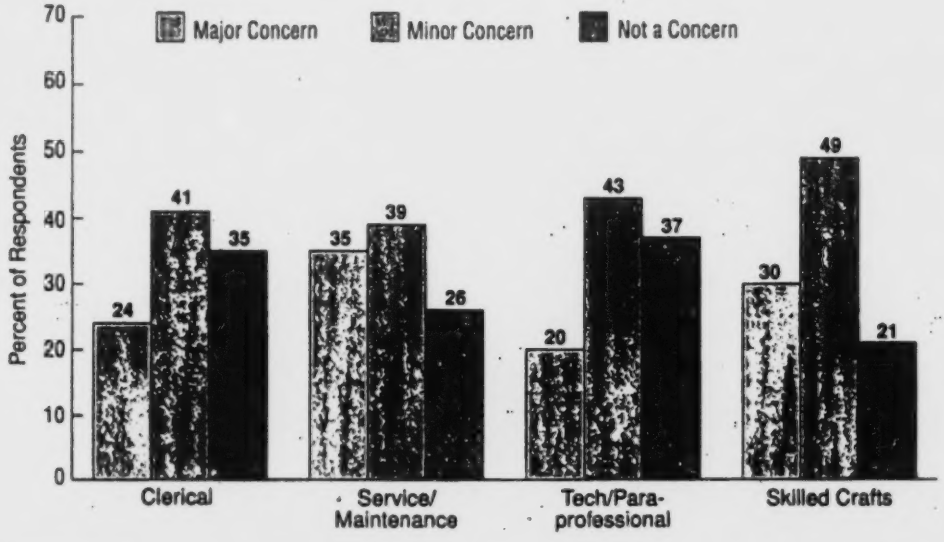
Involuntary Transfers*



*Chi-square = 29.81, significant at p<.000

Figure 18

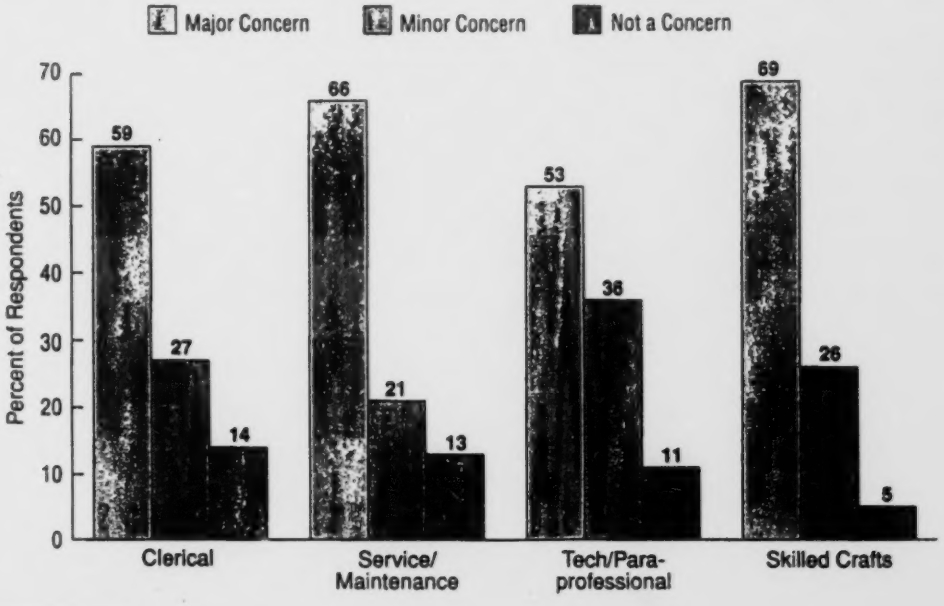
Work Outside My Assignment*



*Chi-square = 14.51, significant at p<.024

Figure 19

Lack of Opportunities for Promotion/Advancement*



*Chi-square = 12.53, significant at p<.05

NOTES

[1] Data source is the 1995 Staff Survey, part of the Integrated Postsecondary Education Data System (IPEDS), an annual survey conducted by the National Center for Education Statistics, U.S. Department of Education.

[2] Johnsrud, 1999.

[3] National Education Association, 1996.

[4] Kulis, 1997.

[5] Rhoades and Maitland, 1998.

[6] *Ibid.*

[7] Johnsrud, 2000.

[8] National Education Association, 1998.

[9] Johnsrud, 1996.

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Part II

Faculty Salary Report

1999–2000 Faculty Salary Report

The 1999–2000 institutional faculty salary report provides salary and compensation information for the 3,176 institutions in NEA's faculty salary universe. The data are organized by state, institutional type, and control. The data are provided by the U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System's Preliminary Salary Data for 1999–2000 .

The detailed data reported are for faculty on 9/10 month contracts only (barring the percent of faculty on 11/12 month contracts column). A national summary of faculty on 11/12 month contracts follows. Changes in average faculty salaries are reported only for institutions responding to the NCES's Salary Surveys in both 1998–99 and 1999–2000. All dollar amounts are reported in thousands of dollars.

Definitions for the institutional report column headings are as follows:

PROF ($):	Average salary for professors on 9/10 month contracts, in thousands of dollars.
ASSC ($):	Average salary for associate professors on 9/10 month contracts, in thousands of dollars.
ASST ($):	Average salary for assistant professors on 9/10 month contracts, in thousands of dollars.
INST/LECT ($):	Average salary for instructors and/or lecturers on 9/10 month contracts, in thousands of dollars.
NO RANK ($):	Average salary for faculty on 9/10 month contracts with no rank, in thousands of dollars.
AVG ($):	Average salary for faculty on 9/10 month contracts, in thousands of dollars.
% CHG (%):	Percent change in average faculty salary from 1998–99 to 1999–2000.
# OF FAC (#):	Number of full-time faculty on 9/10 month contracts.
% FEM (%):	Percent of faculty on 9/10 month contracts that are female.

% TNRD (%): Percent of faculty on 9/10 month contracts that are tenured.

% 11/12 (%): Percent of all faculty in the institution that are on 11/12 month contracts.

AVG BENE ($): Average benefits for faculty on 9/10 month contracts, in thousands of dollars.

The following notes are used throughout the report:

(1) Based on data as reported by the institution.

(2) Nonresponding institution, data are not imputed.

(3) Nonresponding institution, data are imputed based on previous year.

\+ Data suppressed for confidentiality purposes.

* Due to suppression of data in one or more ranks for confidentiality purposes, the institution's average salary has been computed from the averages shown in the ranks of this report.

Average Salary, Benefits, Number of Faculty and Percent of Faculty Tenured, Faculty on 11/12 Month Contracts By Institutional Type and Control 1999–2000

Offering Level	Control		Average of all Faculty
	Public	Private	
AA			
Average salary	$48,672	$37,205	$47,878
Number of faculty	13,441	1,001	14,442
Average benefits	$10,936	$8,603	$10,772
Percent tenured	72.0	76.1	72.0
BA			
Average salary	$64,556	$43,279	$46,680
Number of faculty	317	1,666	1,983
Average benefits	$16,112	$10,400	$11,139
Percent tenured	70.1	63.8	65.4
BA+			
Average salary	$66,285	$47,642	$54,372
Number of faculty	2,809	4,973	7,782
Average benefits	$14,823	$10,697	$12,248
Percent tenured	81.1	51.1	65.3
Doctoral			
Average salary	$79,107	$72,047	$77,266
Number of faculty	28,517	10,057	38,574
Average benefits	$16,375	$16,168	$16,320
Percent tenured	60.4	42.9	56.2

Source: NCES, (IPEDS Preliminary Faculty Salary Data) 1999–2000.

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
ALABAMA												
Public												
AA												
Alabama Southern Community College (1)	—	—	—	—	42.6	42.6	2.5	34	50	76	0	9.8
Bessemer State Technical College (1)	—	—	—	—	43.6	43.6	1.9	34	56	82	15	9.9
Bevill State Community College (1)	—	—	—	—	42.0	42.0	–0.5	91	40	77	8	9.8
Bevill State Community College-Walker College Camp (3)	—	—	—	—	—	39.5	—	16	—	—	—	—
Bishop State Community College (1)	—	—	—	—	40.8	40.8	–1.9	113	58	88	1	9.7
Central Alabama Community College (1)	—	—	—	—	42.6	42.6	–0.2	46	46	87	2	9.9
Chattahoochee Valley Community College (1)	—	—	—	—	44.1	44.1	3.1	30	53	80	—	10.2
Chauncey Sparks State Technical College (3)	—	—	—	—	—	—	—	—	—	—	—	—
Douglas MacArthur State Technical College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Enterprise State Junior College (1)	—	—	—	—	44.2	44.2	–1.8	36	53	81	—	10.4
Gadsden State Community College (1)	—	—	—	—	43.7	43.7	1.9	120	56	83	—	10.3
George C Wallace State Community Coll-Hanceville (1)	—	—	—	—	39.5	39.5	0.7	117	61	83	—	9.4
George C Wallace State Community College-Dothan (1)	—	—	—	—	43.7	43.7	–3.6	114	48	93	3	10.2
George C Wallace State Community College-Selma (1)	—	—	—	—	43.2	43.2	–0.8	50	48	88	0	10.1
Harry M Ayers State Technical College (1)	—	—	—	—	40.4	40.4	1.6	26	42	62	21	9.6
J F Drake State Technical College (1)	—	—	—	—	—	—	—	—	—	—	100	—
James H Faulkner State Community College (1)	—	—	—	—	41.1	41.1	0.5	39	46	85	25	9.7
Jefferson Davis Community College (1)	—	—	—	—	39.8	39.8	–1.5	39	44	85	19	9.5
Jefferson State Community College (1)	—	—	—	—	43.5	43.5	–0.5	97	58	84	4	10.0
John C Calhoun State Community College (1)	—	—	—	—	44.2	44.2	0.5	120	55	88	—	10.3
John M Patterson State Technical College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Lawson State Community College (1)	—	—	—	—	44.3	44.3	–2.5	54	54	83	8	10.7
Lurleen B Wallace Junior College (1)	—	—	—	—	42.0	42.0	2.1	23	48	78	0	9.7
Northeast Alabama State Community College (1)	—	—	—	—	42.8	42.8	–0.8	28	57	89	18	9.8
Northwest Shoals Community College-Muscle Shoals (1)	—	—	—	—	42.3	42.3	–1.3	73	49	84	3	11.4
Reid State Technical College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Shelton State Community College (1)	—	—	—	—	44.4	44.4	14.4	72	61	96	4	10.0
Snead State Community College (1)	—	—	—	—	39.8	39.8	–2.0	16	56	69	33	9.4
Southern Union State Community College (1)	—	—	—	—	40.8	40.8	1.0	75	65	84	1	9.7
Trenholm State Technical College (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA												
Athens State University (1)	62.1	54.3	45.8	—	—	52.3	0.6	77	44	83	6	11.2
BA+												
Alabama State University (1)	55.6	47.7	40.1	34.0	—	43.3	2.5	202	48	46	5	7.8
Jacksonville State University (1)	58.0	45.6	40.0	35.4	+	*43.2	–2.4	201	49	37	23	10.8
Troy State University-Dothan (1)	51.6	45.3	38.5	—	—	*44.1	–5.8	47	36	17	10	8.9
Troy State University-Main Campus (3)	—	—	—	—	—	44.5	—	88	—	—	—	—
Troy State University-Montgomery (1)	—	53.3	43.2	—	—	45.9	–0.8	11	45	—	73	4.2
Troy State University-Phenix City (2)	—	—	—	—	—	—	—	—	—	—	—	—
University of Montevallo (1)	55.5	45.9	35.7	31.1	—	43.5	3.5	133	41	53	—	8.8
University of North Alabama (1)	56.6	49.7	43.3	37.8	—	47.8	–1.2	189	41	70	7	10.0
University of South Alabama-Baldwin (2)	—	—	—	—	—	—	—	—	—	—	—	—
University of West Alabama (1)	52.7	43.4	35.7	23.0	—	*41.5	21.4	48	33	63	44	9.3
DOCTORAL												
Alabama A & M University (1)	55.1	47.7	39.9	31.5	—	43.4	5.2	237	33	38	2	9.3
Auburn University Main Campus (1)	72.8	53.4	45.6	29.3	—	54.2	4.0	747	27	67	35	10.5

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Auburn University-Montgomery (1)	59.8	47.4	43.6	33.3	—	47.1	6.4	168	48	63	12	9.1
University of Alabama (1)	75.1	54.7	45.4	31.6	—	57.1	—	760	30	64	4	13.5
University of Alabama at Birmingham (1)	68.1	50.6	44.5	30.5	—	*51.3	1.3	337	30	61	52	14.9
University of Alabama in Huntsville (1)	70.7	51.0	46.8	35.1	—	52.1	3.6	230	35	51	17	12.8
University of South Alabama (1)	65.4	50.5	44.9	37.2	—	50.2	–0.7	298	32	52	33	10.7
Private												
AA												
Faulkner University-Huntsville (2)	—	—	—	—	—	—	—	—	—	—	—	—
Faulkner University-Birmingham (2)	—	—	—	—	—	—	—	—	—	—	—	—
Faulkner University-Mobile (2)	—	—	—	—	—	—	—	—	—	—	—	—
Marion Military Institute (1)	—	—	—	—	26.9	26.9	–0.4	21	43	19	—	2.8
Southern Community College (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA												
Concordia College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Huntingdon College (1)	40.1	39.7	36.7	—	—	*38.3	1.6	47	32	57	—	8.2
International Bible College (1)	—	—	—	—	+	+	—	1	—	—	89	—
Judson College (1)	46.4	+	34.1	23.7	—	*35.1	1.8	28	50	21	—	6.1
Miles College (1)	+	28.2	27.1	22.8	—	*25.2	2.2	49	41	8	17	3.4
Oakwood College (3)	—	—	—	—	—	34.8	—	75	—	—	—	—
Southeastern Bible College (1)	—	—	—	—	—	—	—	0	—	—	100	—
Stillman College (3)	—	—	—	—	—	34.9	—	57	—	—	—	—
Talladega College (1)	32.5	32.3	30.4	—	—	*31.5	2.2	33	45	30	18	5.2
BA+												
Birmingham Southern College (1)	64.1	49.6	44.1	—	—	*54.0	—	95	37	66	—	14.9
Faulkner University-Montgomery (1)	51.7	42.2	33.7	—	—	*38.0	10.9	26	46	38	40	7.0
Spring Hill College (1)	49.6	40.1	37.7	27.4	—	*43.1	—	65	32	69	—	8.4
University of Mobile (1)	36.0	33.5	28.7	23.9	—	*32.1	—	82	54	22	13	8.4
DOCTORAL												
Samford University (1)	70.9	49.9	40.6	30.1	—	54.7	3.5	185	42	55	24	12.3
Southern Christian University (1)	+	—	—	—	—	+	—	1	—	—	86	—
Tuskegee University (1)	53.2	44.1	38.7	30.9	—	43.0	6.5	231	31	47	—	9.3
United States Sports Academy (1)	—	—	—	—	—	—	—	0	—	—	100	—
ALASKA												
Public												
AA												
Prince William Sound Community College (1)	68.6	+	+	—	—	*68.6	2.7	6	83	83	—	17.9
BA+												
University of Alaska Anchorage (1)	65.7	53.1	43.6	39.8	+	*52.9	—	328	42	64	2	15.6
University of Alaska Southeast (1)	63.2	47.7	41.0	—	—	*46.3	–0.8	65	35	35	—	13.3
DOCTORAL												
University of Alaska Fairbanks (1)	69.4	54.2	45.6	39.9	41.2	*53.8	—	267	34	56	—	15.6
Private												
BA												
Sheldon Jackson College (1)	+	+	30.7	—	—	*30.7	1.8	14	50	—	22	6.2
BA+												
Alaska Pacific University (1)	55.0	44.8	40.9	36.8	—	*43.4	1.3	31	52	0	3	10.1

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
ARIZONA												
Public												
AA												
Arizona Western College (1)	—	—	—	—	37.8	37.8	1.4	96	50	—	4	8.0
Central Arizona College (1)	—	—	—	—	46.5	46.5	0.9	76	42	—	15	10.1
Chandler/Gilbert Community College (1)	—	—	—	—	59.7	59.7	2.3	57	54	56	—	11.0
Cochise College (1)	—	—	—	—	41.0	41.0	0.3	88	45	—	16	6.1
Coconino County Community College (1)	—	—	—	—	45.1	45.1	5.2	25	56	—	—	8.8
Din-E College (1)	—	—	—	—	31.5	31.5	6.0	46	39	—	—	5.7
Eastern Arizona College (1)	—	—	—	—	42.0	42.0	0.7	68	34	—	11	12.3
Estrella Mountain Community College (1)	—	—	—	—	55.9	55.9	4.3	32	56	34	—	10.6
Gateway Community College (1)	—	—	—	—	62.4	62.4	4.1	60	68	70	—	11.4
Glendale Community College (1)	—	—	—	—	63.6	63.6	2.6	202	44	80	—	11.5
Mesa Community College (1)	—	—	—	—	63.2	63.2	2.4	226	49	82	—	11.3
Mohave Community College (1)	—	—	—	—	41.2	41.2	1.7	58	47	—	—	8.4
Northland Pioneer College (1)	—	—	—	—	37.2	37.2	–1.6	46	50	—	8	7.5
Paradise Valley Community College (1)	—	—	—	—	61.8	61.8	3.1	67	51	72	—	11.3
Phoenix College (1)	—	—	—	—	62.7	62.7	1.3	152	61	74	—	11.4
Pima Community College (1)	—	—	—	—	49.7	49.7	11.0	277	53	0	0	7.7
Rio Salado Community College (1)	—	—	—	—	62.5	62.5	4.8	15	53	73	—	11.3
Scottsdale Community College (1)	—	—	—	—	61.9	61.9	2.5	133	45	75	—	11.6
South Mountain Community College (1)	—	—	—	—	61.7	61.7	4.0	44	61	80	—	11.2
Yavapai College (1)	—	—	—	—	41.6	41.6	2.1	83	41	—	—	6.9
BA+												
Arizona State University East (1)	77.8	60.6	54.8	44.7	+	*63.9	11.0	54	17	63	—	12.8
Arizona State University-West (1)	80.0	61.1	48.1	45.9	22.6	*55.9	—	201	52	48	—	10.6
DOCTORAL												
Arizona State University-Main Campus (1)	82.5	60.0	50.9	34.6	32.1	63.8	5.6	1,462	33	66	6	13.0
Northern Arizona University (1)	67.0	52.7	40.8	30.7	—	50.0	1.9	661	41	56	—	12.0
University of Arizona (1)	83.4	57.7	50.1	48.3	—	67.9	4.6	1,138	29	74	16	13.6
Private												
AA												
Arizona Institute of Business and Technology-Phoenix (2)	—	—	—	—	—	—	—	—	—	—	—	—
Arizona Institute of Business and Technology-Phoenix (1)	—	—	—	—	—	—	—	—	—	—	100	—
Arizona Institute of Business and Technology-Mesa (2)	—	—	—	—	—	—	—	—	—	—	—	—
BA												
Southwestern Conservative Baptist Bible College (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA+												
American Graduate School of International Mgt (1)	75.6	65.2	59.8	—	—	*67.4	4.1	87	23	66	4	15.2
Grand Canyon University (1)	35.6	29.3	29.6	20.9	17.8	28.0	–9.4	81	53	32	14	8.4
Ottawa University-Phoenix (1)	—	+	—	—	—	+	—	2	50	—	88	—
Prescott College (1)	—	—	—	—	34.0	34.0	1.9	78	44	—	—	6.5
DOCTORAL												
Fuller Theological Seminary Southwest (2)	—	—	—	—	—	—	—	—	—	—	—	—

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
ARKANSAS												
Public												
AA												
Arkansas State University-Beebe Branch (1)	+	34.1	34.0	28.8	—	*32.2	—	75	45	29	13	9.1
Arkansas State University-Mountain Home (1)	+	—	37.6	31.7	—	*33.3	1.3	29	45	—	—	9.1
Black River Technical College (1)	—	—	—	—	33.8	33.8	0.5	36	58	—	5	9.7
Cossatot Technical College (1)	—	—	—	—	31.1	31.1	4.0	29	62	—	9	9.3
Delta Technical Institute (1)	—	—	—	—	32.8	32.8	2.1	27	63	—	—	9.6
East Arkansas Community College (1)	—	—	—	—	38.0	38.0	7.0	32	66	—	18	10.0
Garland County Community College (1)	—	—	—	—	38.6	38.6	5.3	49	59	—	9	9.4
Mid-South Community College (1)	—	—	—	—	34.4	34.4	8.0	10	60	—	57	9.7
Mississippi County Community College (1)	—	—	—	—	38.3	38.3	2.8	41	61	—	7	10.8
North Arkansas College (2)	—	—	—	—	—	39.2	—	56	—	—	—	—
Northwest Arkansas Community College (1)	—	—	—	—	34.8	34.8	5.2	66	61	—	24	8.1
Ouachita Technical College (1)	—	—	—	—	34.1	34.1	1.7	28	46	—	10	9.9
Ozarka College (1)	—	—	—	—	30.5	30.5	0.2	19	47	—	14	9.5
Petit Jean College (1)	—	—	—	—	30.9	30.9	−1.5	43	67	—	—	9.1
Phillips Community College of the University of Ark (1)	—	—	—	—	34.2	34.2	10.7	64	73	—	3	10.4
Pulaski Technical College (1)	—	—	—	—	35.1	35.1	5.5	55	42	0	—	9.5
Rich Mountain Community College (1)	—	—	—	—	39.5	39.5	3.2	17	41	—	11	11.3
South Arkansas Community College (1)	—	—	—	—	40.1	40.1	1.8	35	60	57	30	10.9
Southeast Arkansas College (1)	—	—	—	—	35.8	35.8	1.4	35	54	—	13	10.8
Southern Arkansas University Tech (1)	—	—	—	—	40.3	40.3	15.0	23	52	—	12	10.6
University of Arkansas Community Coll-Batesville (1)	—	—	—	—	33.2	33.2	4.5	23	52	—	36	9.2
University of Arkansas Community College-Hope (1)	—	—	—	—	31.5	31.5	5.2	41	37	—	5	9.6
BA												
Westark College (1)	—	—	—	—	36.2	36.2	2.2	99	48	63	30	9.6
BA+												
Arkansas Tech University (1)	52.6	44.8	37.8	28.6	—	41.4	0.9	173	42	53	10	9.8
Henderson State University (1)	52.9	47.4	37.6	34.2	—	45.7	3.7	145	36	58	3	11.5
Southern Arkansas University Main Campus (1)	55.6	45.8	38.4	31.6	—	43.8	1.3	103	44	51	18	11.5
University of Arkansas at Monticello (1)	51.3	40.9	39.4	30.7	—	*39.2	—	88	38	51	22	9.4
University of Arkansas at Pine Bluff (1)	49.4	44.6	38.6	31.2	—	39.1	4.0	116	45	47	33	8.8
DOCTORAL												
Arkansas State University-Main Campus (1)	61.6	51.3	41.0	31.5	—	46.2	3.0	376	40	52	11	11.2
University of Arkansas at Fayetteville (1)	74.4	55.6	48.2	33.6	—	55.9	6.1	532	33	56	33	15.7
University of Arkansas at Little Rock (3)	—	—	—	—	—	51.2	—	347	—	—	—	—
University of Arkansas for Medical Sciences (1)	—	+	43.9	34.2	—	*37.2	−4.3	15	100	—	90	8.1
University of Central Arkansas (1)	58.5	49.2	41.6	32.1	—	*44.1	0.9	332	47	48	12	10.3
Private												
AA												
Crowleys Ridge College (1)	+	+	+	—	—	+	−6.0	8	38	—	11	4.6
Shorter College (3)	—	—	—	—	—	15.9	—	5	—	—	—	—
BA												
Arkansas Baptist College (1)	+	+	+	—	—	+	63.3	9	56	89	25	1.7
Central Baptist College (1)	31.4	27.6	+	15.5	—	*24.8	−4.8	16	44	—	—	5.2
Lyon College (1)	50.3	45.6	36.4	—	—	*42.1	—	42	26	38	—	9.3
Ouachita Baptist University (1)	55.2	44.6	38.8	32.2	—	*44.5	5.8	103	26	58	0	11.1

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Philander Smith College (1)	35.6	27.0	26.0	19.7	—	26.4	4.0	40	45	23	5	4.8
University of the Ozarks (1)	49.7	41.7	34.8	—	—	*42.8	—	33	33	67	—	6.5
Williams Baptist College (1)	35.0	+	29.4	—	—	*30.3	3.8	28	46	21	—	7.7
BA+												
Harding University (1)	49.9	44.7	37.8	27.0	—	*43.9	2.3	178	28	52	—	10.7
Hendrix College (1)	55.8	43.7	38.4	—	—	47.4	—	71	27	63	—	14.3
John Brown University (1)	47.8	43.1	36.7	29.9	—	40.5	—	61	23	0	14	10.0
CALIFORNIA												
Public												
AA												
Allan Hancock College (1)	—	—	—	—	57.7	57.7	-0.1	106	41	72	2	13.4
American River College (1)	—	—	—	—	57.0	57.0	-2.0	278	47	70	12	10.3
Antelope Valley College (1)	66.8	60.5	53.8	52.4	39.2	*57.7	—	122	48	86	1	13.2
Bakersfield College (1)	58.8	50.1	17.9	—	—	52.6	—	161	49	73	26	11.2
Barstow College (1)	—	—	—	—	58.1	58.1	-0.3	27	19	74	—	11.5
Butte College (1)	—	—	—	—	60.1	60.1	3.4	142	43	82	15	13.9
Cabrillo College (3)	—	—	—	—	—	60.9	—	119	—	—	—	—
Canada College (1)	—	—	—	—	56.6	56.6	-5.9	76	42	84	1	9.3
Cerritos College (1)	69.9	60.6	57.8	51.9	—	61.2	0.7	244	46	81	0	12.6
Cerro Coso Community College (1)	60.1	49.0	+	—	—	*57.6	—	27	30	67	36	11.2
Chabot College (1)	—	—	—	—	59.8	59.8	2.5	184	41	97	—	12.4
Chaffey Community College (1)	67.3	63.0	51.2	—	—	63.1	0.2	158	53	71	8	13.0
Citrus College (1)	—	—	—	—	55.3	55.3	0.0	139	41	60	12	12.5
City College of San Francisco (1)	—	—	—	—	—	—	—	—	—	—	—	—
College of Marin (1)	—	—	—	—	63.8	63.8	3.0	126	48	87	—	6.9
College of San Mateo (1)	—	—	—	—	65.4	65.4	12.8	189	43	87	2	9.7
College of the Canyons (1)	—	—	—	—	61.6	61.6	-3.4	95	47	60	—	5.6
College of the Desert (1)	65.6	56.0	50.8	43.3	—	58.0	—	78	35	77	9	13.9
College of the Redwoods (1)	54.4	—	—	—	—	54.4	3.2	95	34	75	—	12.0
College of the Sequoias (1)	—	—	—	—	61.6	61.6	4.3	155	43	66	—	12.4
College of the Siskiyous (1)	—	—	—	—	49.1	49.1	-1.4	42	48	76	22	13.0
Columbia College (1)	—	—	—	—	51.0	51.0	-9.8	44	32	57	—	14.1
Contra Costa College (1)	—	—	—	—	63.2	63.2	-2.8	108	43	79	—	65.4
Cosumnes River College (1)	—	—	—	—	56.5	56.5	-3.5	155	50	65	11	10.2
Crafton Hills College (1)	60.6	54.6	66.6	43.9	—	*54.9	—	45	49	91	—	—
Cuesta College (1)	—	—	—	—	56.4	56.4	0.8	123	44	68	1	12.5
Cuyamaca College (1)	—	—	—	—	55.2	55.2	2.0	64	45	59	19	7.9
Cypress College (1)	—	—	—	—	61.8	61.8	4.7	192	50	71	—	11.6
De Anza College (1)	—	—	—	—	64.5	64.5	0.9	226	46	79	19	14.2
Diablo Valley College (1)	—	—	—	—	71.7	71.7	14.1	286	49	78	—	71.7
East Los Angeles College (1)	—	—	—	—	56.2	56.2	-1.5	196	43	75	8	11.9
East San Gabriel Valley Regional Occupational Prog (1)	—	—	—	—	30.0	30.0	—	15	60	—	—	6.0
Educational Cultural Complex (1)	55.0	41.1	26.9	—	—	41.2	—	118	65	66	5	8.5
Evergreen Valley College (1)	—	—	—	—	56.7	56.7	1.0	97	45	75	—	12.5
Feather River Community College District (1)	—	—	—	—	57.0	57.0	1.6	20	25	80	5	13.8
Foothill College (1)	—	—	—	—	63.9	63.9	5.2	147	51	83	*27	15.1
Fresno City College (1)	—	—	—	—	62.3	62.3	-1.3	226	38	68	19	6.3
Fullerton College (1)	—	—	—	—	60.5	60.5	-1.6	256	43	72	—	11.3
Gavilan College (1)	—	—	—	—	59.6	59.6	1.1	69	52	67	—	13.6

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Glendale Community College (1)	68.7	62.7	62.5	51.5	51.9	*60.6	1.2	217	48	76	—	12.3
Grossmont College (1)	—	—	—	—	56.7	56.7	-2.3	179	40	74	16	10.2
Hartnell College (1)	—	—	—	—	51.2	51.2	1.6	95	37	78	2	12.9
Imperial Valley College (3)	—	—	—	—	—	53.9	—	87	—	—	—	—
Irvine Valley College (1)	—	—	—	—	64.5	64.5	3.3	106	44	80	—	13.8
Lake Tahoe Community College (1)	—	—	—	—	49.9	49.9	-4.2	36	56	47	—	11.4
Las Positas College (1)	—	—	—	—	33.1	33.1	-43	70	50	86	—	12.3
Long Beach City College (1)	66.9	64.4	59.4	56.5	—	61.8	-1.5	276	47	79	—	13.6
Los Angeles City College (1)	—	—	—	—	57.5	57.5	-1.8	207	40	84	8	11.8
Los Angeles County Medical Center School of Nurs (3)	—	—	—	—	—	—	—	—	—	—	—	—
Los Angeles Harbor College (1)	—	—	—	—	58.7	58.7	-2.0	102	55	86	11	12.1
Los Angeles Mission College (1)	—	—	—	—	56.2	56.2	-0.9	67	43	66	19	10.2
Los Angeles Pierce College (1)	—	—	—	—	59.6	59.6	-1.5	181	42	90	—	11.6
Los Angeles Southwest College (1)	—	—	—	—	57.4	57.4	-0.9	77	53	77	15	10.0
Los Angeles Trade Technical College (1)	—	—	—	—	58.3	58.3	-1.3	173	45	87	8	12.7
Los Angeles Valley College (1)	—	—	—	—	56.8	56.8	-2.8	196	43	79	10	12.2
Los Medanos College (1)	—	—	—	—	70.4	70.4	15.1	109	48	79	—	70.4
Mendocino College (1)	—	—	—	—	60.4	60.4	2.2	39	38	92	5	11.7
Miracosta College (1)	—	—	—	—	78.3	78.3	21.8	97	48	80	16	13.8
Mission College (1)	—	—	—	—	56.8	56.8	—	119	60	68	16	0.1
Modesto Junior College (1)	—	—	—	—	51.6	51.6	-7.5	209	34	61	5	14.2
Moorpark College (1)	—	—	—	—	62.7	62.7	0.2	134	51	100	16	13.2
Mount San Jacinto College (1)	—	—	—	—	55.4	55.4	23.7	80	43	56	1	9.9
Mt San Antonio College (1)	61.8	—	—	—	—	61.8	3.7	259	46	74	11	12.7
Napa Valley College (1)	—	—	—	—	57.0	57.0	1.6	106	46	84	—	9.8
Ohlone College (1)	—	—	—	—	49.0	49.0	0.0	136	49	67	—	6.2
Oxnard College (1)	—	—	—	—	61.5	61.5	1.6	69	48	100	19	12.8
Palo Verde College (1)	—	—	—	—	57.0	57.0	-0.2	18	39	83	14	12.5
Palomar College (1)	—	—	—	—	62.5	62.5	6.7	258	41	76	8	12.9
Pasadena City College (1)	—	—	—	—	61.5	61.5	2.3	292	48	83	4	12.3
Porterville College (1)	57.8	48.1	42.1	—	—	*51.8	—	54	41	57	24	6.3
Reedley College (1)	—	—	—	—	59.2	59.2	-0.6	111	36	54	15	6.0
Rio Hondo College (1)	—	—	—	—	51.6	51.6	-15	143	49	76	—	15.8
Riverside Community College (1)	—	—	—	—	59.5	59.5	—	259	49	66	1	5.6
Sacramento City College (1)	—	—	—	—	57.1	57.1	-0.8	232	52	69	12	10.3
Saddleback College (1)	—	—	—	—	71.5	71.5	1.2	208	48	82	—	14.1
San Diego City College (1)	61.7	49.8	41.8	—	—	56.3	2.8	135	51	78	18	10.3
San Diego Mesa College (1)	62.6	52.1	44.1	—	—	58.8	-1.5	216	45	82	17	10.8
San Diego Miramar College (1)	63.1	46.6	39.4	—	—	*57.1	—	72	36	78	16	10.8
San Joaquin Delta College (3)	—	—	—	—	—	66.7	—	208	—	—	—	—
San Jose City College (1)	—	—	—	—	59.2	59.2	3.2	111	50	76	—	12.6
Santa Ana College (1)	71.4	64.2	55.5	64.2	62.7	*66.6	3.0	263	52	76	13	14.8
Santa Barbara City College (1)	—	—	—	—	60.0	60.0	7.2	182	43	82	—	12.9
Santa Monica College (1)	67.9	56.5	48.6	45.0	—	61.8	0.0	302	55	69	—	17.2
Santa Rosa Junior College (1)	—	—	—	—	63.4	63.4	6.4	261	44	76	—	12.5
Shasta College (1)	—	—	—	—	53.8	53.8	-1.7	131	40	74	—	12.9
Sierra College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Skyline College (1)	—	—	—	—	55.5	55.5	-3.4	133	50	72	1	10.5
Solano County Community College District (1)	—	—	—	—	58.8	58.8	1.4	145	48	79	—	8.0
Southwestern College (1)	—	—	—	—	66.6	66.6	—	186	53	72	18	12.0
Taft College (1)	—	—	—	—	62.3	62.3	17.2	23	39	70	18	13.3

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Ventura College (1)	—	—	—	—	63.9	63.9	0.2	124	44	100	25	12.5
Victor Valley College (1)	—	—	—	—	58.9	58.9	3.6	95	43	62	—	12.2
West Hills Community College (1)	—	—	—	—	63.1	63.1	18.6	56	50	71	11	13.5
West Los Angeles College (1)	—	—	—	—	57.3	57.3	-3.0	84	39	81	9	10.2
West Valley College (1)	—	—	—	—	57.7	57.7	—	154	49	76	—	0.0
BA												
California Maritime Academy (1)	76.7	53.3	50.2	42.1	—	*58.3	4.3	42	10	50	2	13.7
BA+												
California Polytechnic State Univ-San Luis Obispo (3)	—	—	—	—	—	64.3	—	656	—	—	—	—
California State Polytechnic University-Pomona (1)	74.5	59.2	47.7	38.9	—	*66.2	6.1	549	31	77	6	15.8
California State University-Bakersfield (1)	72.2	57.9	46.4	35.3	—	59.0	—	214	43	60	4	13.5
California State University-Chico (1)	73.1	58.0	45.8	38.9	—	64.0	5.4	531	35	73	7	14.8
California State University-Dominguez Hills (1)	73.1	57.4	46.1	38.3	—	64.8	5.5	266	37	72	10	14.6
California State University-Fullerton (1)	73.8	57.7	47.1	38.3	—	62.8	4.1	620	36	68	4	14.4
California State University-Hayward (1)	73.6	60.4	47.8	38.6	—	*65.4	—	334	36	75	6	15.2
California State University-Monterey Bay (1)	73.6	58.1	46.8	37.5	—	53.7	—	89	52	27	3	12.4
California State University-Northridge (1)	72.9	58.9	47.1	38.1	—	63.0	6.4	683	38	71	7	14.3
California State University-Sacramento (1)	72.7	56.7	45.9	38.9	—	65.6	5.5	695	37	75	5	14.9
California State University-San Bernardino (1)	72.7	57.7	46.8	36.8	—	60.8	6.2	419	40	68	5	14.0
California State University-San Marcos (1)	74.3	57.6	49.2	37.2	—	55.7	—	164	47	48	3	13.6
California State University-Stanislaus (1)	72.1	53.4	46.7	38.0	—	59.6	8.0	233	43	66	5	14.2
Humboldt State University (1)	72.2	57.3	46.6	36.5	—	61.7	—	305	32	67	4	14.6
San Jose State University (1)	72.9	60.4	49.1	40.5	—	*64.7	—	728	39	72	5	14.9
Sonoma State University (1)	72.0	56.9	45.4	—	—	63.2	—	232	38	73	5	14.6
DOCTORAL												
California State University-Fresno (1)	73.2	58.8	45.9	38.1	—	64.0	5.7	614	34	71	5	14.6
California State University-Long Beach (1)	72.7	59.4	48.3	37.5	—	64.0	5.7	778	36	67	5	14.3
California State University-Los Angeles (1)	73.2	59.0	48.8	38.1	—	*63.4	7.3	537	40	70	9	14.7
San Diego State University (1)	73.5	59.2	48.7	37.6	—	64.0	5.7	871	35	71	7	14.6
San Francisco State University (1)	75.8	63.6	50.4	38.2	—	66.4	10.5	731	41	68	8	14.7
University of California-Berkeley (1)	109.0	70.0	60.4	49.7	56.7	*91.2	—	1,299	26	78	7	11.6
University of California-Davis (1)	96.0	64.8	54.3	53.5	+	*77.4	3.9	717	29	69	47	10.5
University of California-Irvine (1)	97.8	67.6	58.1	51.0	+	*78.2	—	654	28	70	13	10.5
University of California-Los Angeles (1)	107.4	69.0	62.1	52.4	49.8	*88.3	4.9	1,404	27	70	18	11.3
University of California-Riverside (1)	93.2	64.4	56.6	38.9	+	*71.0	3.0	446	30	62	19	9.9
University of California-San Diego (1)	101.3	66.1	56.8	48.2	56.9	83.5	2.4	726	23	78	18	9.8
University of California-San Francisco (1)	—	—	—	—	—	—	—	—	—	—	100	—
University of California-Santa Barbara (1)	96.7	63.4	53.2	45.1	—	77.5	2.7	774	27	74	1	10.5
University of California-Santa Cruz (1)	90.3	62.9	51.8	50.0	—	72.2	—	432	36	71	3	10.0
Private												
AA												
D-Q University (1)	23.6	—	—	—	—	23.6	-5.6	3	—	—	40	4.9
Foundation College (3)	—	—	—	—	—	—	—	—	—	—	—	—
Heald College School Business and Tech-Roseville (1)	—	—	—	—	—	—	—	—	—	—	100	—
Heald College School of Business-Concord (1)	—	—	—	—	—	—	—	—	—	—	100	—
Heald College School of Business-San Jose (3)	—	—	—	—	—	—	—	—	—	—	—	—
Heald College School of Business and Technology-Fresno (1)	—	—	—	—	—	—	—	—	—	—	100	—
Heald College School of Business-Sacramento-Rancho Cord (1)	—	—	—	—	—	—	—	—	—	—	100	—
Heald College School of Business-Salinas (1)	—	—	—	—	—	—	—	—	—	—	100	—

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Heald College School of Business-Stockton (1)	—	—	—	—	—	—	—	—	—	—	100	—
Heald College School of Technology (1)	—	—	—	—	—	—	—	—	—	—	100	—
Heald College School of Technology (1)	—	—	—	—	—	—	—	—	—	—	100	—
Heald College Schools of Bus and Tech-San Fran (1)	—	—	—	—	—	—	—	—	—	—	100	—
Heald College Schools of Business and Tech-Hayward (1)	—	—	—	—	—	—	—	—	—	—	100	—
Heald College-Schools of Business and Technology (1)	—	—	—	—	—	—	—	—	—	—	—	—
Kelsey-Jenney College (1)	—	—	—	—	—	—	—	—	—	—	—	—
Marymount College (1)	51.9	47.2	43.8	—	—	*47.7	—	40	55	—	—	12.6
BA												
Art Institute of Southern California (3)	—	—	—	—	—	11.5	—	39	—	—	—	—
Christian Heritage College (1)	45.4	35.3	29.5	—	+	*34.2	12.3	29	34	—	3	4.9
Claremont McKenna College (1)	90.5	61.8	48.8	—	—	*70.9	—	86	30	62	—	15.4
Cogswell College (1)	—	45.1	40.1	—	—	*43.1	-1.0	14	29	—	—	9.4
Humphreys College-Stockton (1)	—	—	—	—	—	—	—	—	—	—	100	—
Life Bible College (1)	—	43.3	36.7	—	—	*40.0	9.4	12	50	—	14	10.6
Menlo College (1)	59.2	54.3	50.5	—	—	*56.3	-0.5	21	38	—	—	9.9
Nazarene Bible College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Pitzer College (1)	76.1	52.7	44.6	—	—	63.9	—	57	37	81	—	16.7
Pomona College (1)	88.7	63.7	49.5	—	—	69.7	2.3	155	43	68	—	16.6
Saint John's Seminary-Camarillo (1)	+	+	+	38.7	—	*38.7	-0.2	7	43	—	—	7.5
San Jose Christian College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Thomas Aquinas College (1)	58.9	—	—	—	—	58.9	0.4	22	14	82	—	14.9
Yeshiva Ohr Elchonon Chabad West Coast Tal Sem (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA+												
American Baptist Seminary of the West (1)	—	—	—	—	—	—	—	—	—	—	100	—
American College of Traditional Chinese Medicine (1)	—	—	—	—	—	—	—	—	—	—	100	—
American Film Inst-Ctr Adv Film and TV Studies (1)	—	—	—	—	15.7	15.7	5.0	24	25	—	17	—
Antioch University-Los Angeles Branch (1)	—	—	—	—	—	—	—	—	—	—	100	—
Antioch University-Santa Barbara Branch (1)	—	—	—	—	—	—	—	—	—	—	100	—
Art Center College of Design (1)	—	—	—	—	—	—	—	—	—	—	100	—
Bethany College of the Assemblies of God (1)	45.3	37.5	27.1	—	—	*35.3	—	23	35	52	8	10.0
Bethel Theological Seminary West (2)	—	—	—	—	—	—	—	—	—	—	—	—
California Baptist University (1)	54.0	39.6	36.0	—	—	42.7	31.9	70	36	34	11	9.4
California College of Arts and Crafts (1)	—	—	—	—	—	—	—	—	—	—	100	—
California Institute of the Arts (1)	—	—	—	—	49.1	49.1	2.3	135	39	—	—	9.4
California Lutheran University (1)	57.9	46.5	40.9	37.0	—	*47.7	16.1	88	40	52	10	12.8
California Western School of Law (1)	—	—	—	—	—	—	—	—	—	—	100	—
Chapman University (3)	—	—	—	—	—	59.0	—	187	—	—	—	—
Chapman University-Academic Centers (3)	—	—	—	—	—	46.2	—	35	—	—	—	—
Charles R Drew University of Medicine and Science (1)	—	—	—	—	—	—	—	—	—	—	100	—
Coleman College (1)	—	—	—	—	—	—	—	—	—	—	100	—
College of Notre Dame (1)	56.0	46.9	42.2	—	—	*50.6	—	53	58	58	20	9.2
Concordia University (1)	—	—	—	—	—	—	—	—	—	—	100	—
Dominican College of San Rafael (1)	68.0	50.4	42.3	—	—	*54.1	2.0	36	61	22	16	12.6
Fresno Pacific University (1)	—	—	—	—	42.1	42.1	4.7	64	34	—	11	8.8
Golden Gate University-Irvine (2)	—	—	—	—	—	—	—	—	—	—	—	—
Golden Gate University-Los Altos (2)	—	—	—	—	—	—	—	—	—	—	—	—
Golden Gate University-Los Angeles (2)	—	—	—	—	—	—	—	—	—	—	—	—
Golden Gate University-Monterey (2)	—	—	—	—	—	—	—	—	—	—	—	—
Golden Gate University-Sacramento (2)	—	—	—	—	—	—	—	—	—	—	—	—

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Golden Gate University-San Jose (2)	—	—	—	—	—	—	—	—	—	—	—	—
Golden Gate University-Walnut Creek (2)	—	—	—	—	—	—	—	—	—	—	—	—
Harvey Mudd College (1)	92.5	68.9	57.9	—	—	76.9	3.3	71	25	70	—	19.2
Holy Names College (1)	44.2	39.6	25.7	—	—	*37.8	–5.9	48	75	46	—	5.5
Hope International University (1)	43.2	39.6	+	—	—	*41.2	1.0	15	33	—	44	9.6
Loyola Marymount University (1)	89.2	64.4	48.0	80.2	—	74.7	—	333	33	74	—	10.6
Monterey Institute of International Studies (1)	64.9	55.6	45.0	—	—	55.4	4.4	61	44	3	—	20.0
Mount St Mary's College (1)	71.9	52.0	46.3	38.5	—	53.0	7.8	59	76	51	22	11.7
National University (1)	—	—	—	—	—	—	—	—	—	—	100	—
New College of California (1)	—	—	—	—	29.0	29.0	—	9	56	—	79	6.1
Occidental College (1)	82.4	58.2	47.0	41.7	—	65.0	2.3	138	43	68	—	16.5
Otis College of Art and Design (1)	47.0	39.0	+	—	—	*41.2	4.5	20	50	—	—	11.2
Pacific Lutheran Theological Seminary (1)	52.6	+	+	—	—	*52.6	0.4	12	33	75	—	13.8
Pacific Oaks College (1)	—	—	—	—	37.9	37.9	—	3	100	—	88	7.1
Pacific Union College (1)	47.4	40.9	36.3	34.6	—	*42.4	—	104	37	47	—	13.6
Patten College (1)	+	14.3	—	—	—	*14.3	—	9	22	—	—	3.9
Phillips Graduate Institute (3)	—	—	—	—	—	—	—	—	—	—	—	—
Point Loma Nazarene University (1)	59.8	48.0	40.3	34.3	—	*50.6	5.5	117	38	33	—	12.4
Saint John's Seminary-Camarillo (1)	0.5	+	—	—	—	*0.5	0.0	7	29	—	—	9.1
Saint Mary's College of California (1)	69.1	53.9	43.0	—	—	*58.0	—	175	47	59	—	13.7
Samuel Merritt College (3)	—	—	—	—	—	56.5	—	31	—	—	—	—
San Francisco Art Institute (3)	—	—	—	—	—	42.4	—	36	—	—	—	—
San Francisco Conservatory of Music (1)	—	—	—	—	54.9	54.9	6.8	25	36	—	—	10.0
San Joaquin College of Law (1)	—	—	—	—	—	—	—	—	—	—	100	—
Scripps College (1)	82.8	59.9	45.6	—	—	67.1	8.0	60	55	73	—	16.4
Simpson College (1)	—	—	—	—	—	—	—	—	—	—	100	—
South Baylo University (1)	—	—	—	—	—	—	—	—	—	—	100	—
Southern California Institute of Architecture (1)	—	—	—	—	—	—	—	—	—	—	100	—
Starr King School for Ministry (1)	—	—	—	—	—	—	—	—	—	—	100	—
The Masters College (1)	49.6	44.7	28.5	—	—	*43.5	–0.9	27	22	—	50	10.7
The National Hispanic University (1)	—	—	—	—	—	—	—	—	—	—	100	—
The University of West Los Angeles (1)	66.7	—	—	—	—	*66.7	—	7	14	—	—	11.4
University of Judaism (1)	98.5	—	+	—	—	*98.5	16.5	11	27	64	—	12.9
University of Redlands (1)	68.1	51.5	40.9	—	+	*54.5	–2.6	117	44	64	—	11.7
Vanguard University of Southern California (1)	55.6	47.4	40.5	—	—	46.3	0.1	50	38	38	11	14.4
Western University of Health Sciences (1)	—	—	—	—	—	—	—	—	—	—	100	—
Westmont College (1)	57.7	47.3	38.5	—	—	*49.8	3.8	85	29	56	—	13.7
Whittier College (1)	80.2	52.9	41.4	46.0	—	*61.4	–1.1	122	41	70	—	13.6
Woodbury University (1)	57.5	48.7	41.6	—	—	*51.5	1.6	29	45	—	—	11.6
DOCTORAL												
Azusa Pacific University (1)	59.1	50.8	41.3	37.1	—	*50.3	3.3	103	39	—	45	12.7
Biola University (1)	55.7	45.2	36.6	31.4	—	45.0	–0.1	132	27	49	8	11.7
California Institute of Integral Studies (1)	—	—	—	—	—	—	—	—	—	—	100	—
California Institute of Technology (1)	150.4	—	—	—	—	150.4	3.2	6	—	100	98	28.2
California School of Professional Psych-Alameda (1)	61.3	52.1	+	—	—	*56.5	0.5	26	35	—	—	11.9
California School of Professional Psych-Fresno (1)	+	+	+	—	—	+	0.3	6	50	—	45	47.5
California School of Professional Psych-LA (1)	30.7	22.9	19.2	—	—	*26.2	—	64	59	50	—	5.0
California School of Professional Psych-San Diego (1)	67.8	53.8	40.7	—	—	*60.3	–14	24	42	—	—	12.6
Claremont Graduate University (1)	88.6	61.3	51.9	—	—	*78.1	—	83	30	70	—	17.7
Claremont School of Theology (1)	59.9	51.3	+	—	+	*55.6	—	24	38	75	—	13.1
Fuller Theological Seminary In California (1)	—	—	—	—	—	—	—	—	—	—	100	—

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Golden Gate University-Rohnert Park (2)	—	—	—	—	—	—	—	—	—	—	—	—
Golden Gate University-San Francisco (1)	—	—	—	—	—	—	—	—	—	—	100	—
Graduate Theological Union (1)	+	+	+	—	—	+	7.3	5	40	80	—	20.3
Hebrew Union College-California Branch (2)	—	—	—	—	—	—	—	—	—	—	—	—
Institute of Transpersonal Psychology (1)	61.9	+	+	—	—	*61.9	—	8	50	—	—	11.0
Jesuit School of Theology at Berkeley (1)	—	—	—	—	—	—	—	—	—	—	100	—
La Sierra University (1)	50.2	40.9	35.6	—	—	*43.2	—	86	28	45	—	9.7
Loma Linda University (1)	—	—	—	—	—	—	—	—	—	—	100	—
Mills College (1)	70.8	56.7	46.1	—	—	*61.2	—	86	55	71	—	14.9
Pacific Graduate School of Psychology (3)	—	—	—	—	—	—	—	—	—	—	—	—
Pacific School of Religion (1)	+	51.3	+	—	—	*51.3	4.9	11	55	64	—	18.5
Pepperdine University (1)	92.2	74.3	59.6	—	—	*82.4	—	160	23	76	38	23.8
San Francisco Theological Seminary (1)	65.3	55.6	+	—	—	*62.3	0.9	14	29	79	—	14.1
Santa Clara University (1)	97.2	69.9	60.9	44.6	—	70.7	–49	390	35	61	2	16.0
Saybrook Institute (1)	—	—	—	—	—	—	—	—	—	—	100	—
Stanford University (1)	121.3	81.2	65.7	89.5	—	102.2	—	887	19	74	3	20.8
The Fielding Institute (1)	—	—	—	—	—	—	—	—	—	—	100	—
The Union Institute-Los Angeles (2)	—	—	—	—	—	—	—	—	—	—	—	—
The Union Institute-San Diego (2)	—	—	—	—	—	—	—	—	—	—	—	—
The Union Institute-Sacramento (2)	—	—	—	—	—	—	—	—	—	—	—	—
The Wright Institute (1)	+	+	69.3	—	—	*69.3	—	5	60	—	—	8.6
U S International University (1)	53.2	44.0	38.0	—	—	*49.1	—	45	31	69	6	11.5
University of La Verne (1)	56.1	43.9	36.1	—	—	*46.6	—	75	37	59	43	16.7
University of San Diego (1)	82.6	61.5	47.0	44.3	—	68.6	—	294	40	70	—	15.9
University of San Francisco (1)	81.7	62.4	51.6	44.6	—	*64.7	5.4	316	42	60	5	19.3
University of Southern California (1)	100.1	69.5	60.5	44.2	—	78.4	2.2	1,097	26	66	14	23.4
University of the Pacific (1)	77.3	51.9	44.5	48.9	—	*60.2	5.6	276	33	64	25	19.6
Western Seminary-San Jose (2)	—	—	—	—	—	—	—	—	—	—	—	—
Westminster Theological Seminary In California (1)	—	—	—	—	—	—	—	—	—	—	100	—
COLORADO												
Public												
AA												
Aims Community College (1)	41.8	37.9	32.6	27.9	—	36.7	1.5	107	50	—	3	10.2
Arapahoe Community College (1)	—	—	—	—	37.9	37.9	–4.7	104	56	73	—	7.8
Colorado Mountain College (1)	51.8	45.0	37.8	32.5	—	*46.2	7.8	72	47	—	18	9.1
Colorado Northwestern Community College (1)	—	—	—	—	37.7	37.7	2.6	25	28	88	29	4.7
Community College of Aurora (1)	42.8	40.8	—	—	+	*42.0	2.6	24	38	—	11	11.3
Community College of Denver (1)	47.1	37.8	31.2	—	—	36.8	–7.6	66	59	—	19	9.3
Front Range Community College (1)	—	—	—	—	39.2	39.2	0.1	157	57	—	—	7.9
Lamar Community College (1)	—	—	—	—	38.5	38.5	–2.4	19	42	68	17	7.5
Morgan Community College (1)	—	—	—	—	34.1	34.1	2.3	26	50	—	26	7.3
Northeastern Junior College (1)	—	—	—	—	36.1	36.1	–1.5	54	52	—	19	7.9
Otero Junior College (1)	36.3	—	—	—	—	36.3	–2.9	32	53	—	—	8.4
Pikes Peak Community College (1)	—	—	—	—	40.3	40.3	2.0	117	48	—	—	8.8
Pueblo Community College (1)	—	—	—	—	37.8	37.8	–2.4	82	62	—	4	10.3
Red Rocks Community College (1)	—	—	—	—	39.4	39.4	5.6	68	41	76	—	7.7
Trinidad State Junior College (1)	42.1	35.6	29.6	—	—	35.1	–1.4	57	47	—	3	10.7
BA												
Fort Lewis College (1)	54.4	45.3	38.1	30.0	—	45.5	1.2	175	38	66	—	8.8
Metropolitan State College of Denver (1)	59.7	47.3	40.2	31.6	—	*49.8	—	386	35	66	—	9.2

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Western State College Colorado (1)	52.1	44.6	37.9	28.8	—	*42.7	—	110	38	53	—	8.7
BA+												
Adams State College (1)	52.2	43.3	35.8	32.4	—	41.7	6.4	98	35	48	—	9.9
Mesa State College (1)	52.4	42.7	35.8	30.4	—	*40.6	—	193	36	40	1	9.1
University of Southern Colorado (1)	54.0	46.0	40.3	25.7	—	45.0	0.8	165	36	69	—	8.6
DOCTORAL												
Colorado School of Mines (1)	88.1	63.5	54.5	41.6	+	*72.8	17.4	180	12	68	7	15.0
Colorado State University (1)	74.5	55.9	47.3	—	—	63.2	2.9	768	23	79	17	11.2
University of Colorado at Boulder (1)	82.7	59.5	50.2	36.8	—	64.9	2.3	1,069	29	67	1	13.8
University of Colorado at Colorado Springs (1)	69.8	54.5	46.1	28.9	—	54.1	9.0	206	33	60	—	11.5
University of Colorado at Denver (1)	74.4	55.2	47.8	34.6	—	55.1	-0.4	417	36	54	—	13.6
University of Colorado Health Sciences Center (1)	74.7	59.0	49.5	—	—	*61.1	—	22	100	50	98	12.6
University of Northern Colorado (1)	59.7	46.9	39.7	29.8	39.1	48.1	6.7	461	46	60	—	8.9
Private												
BA												
Nazarene Bible College (1)	—	—	—	—	33.6	33.6	3.8	14	21	—	—	15.5
Teikyo Loretto Heights University (1)	—	+	40.0	—	—	*40.0	—	6	17	—	—	8.8
BA+												
Colorado Christian University (1)	45.6	38.3	34.8	—	—	*38.8	-0.9	36	36	—	—	10.8
Colorado Christian University-Foothills Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
Colorado College (1)	76.7	59.0	47.1	45.8	—	*66.0	5.0	128	36	73	—	15.8
Naropa University (1)	—	—	—	—	—	—	—	—	—	—	100	—
Regis University (1)	57.4	49.9	41.2	41.7	+	*48.2	—	88	51	53	31	10.0
DOCTORAL												
Denver Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Iliff School of Theology (1)	73.8	+	39.9	—	—	*62.5	5.7	24	33	63	—	13.0
University of Denver (1)	75.9	58.6	47.4	40.4	—	*59.9	—	373	32	65	7	13.1
CONNECTICUT												
Public												
AA												
Asnuntuck Community-Technical College (3)	—	—	—	—	—	59.6	—	23	—	—	—	—
Capital Community-Technical College (3)	—	—	—	—	—	58.4	—	57	—	—	—	—
Gateway Community-Technical College (3)	—	—	—	—	—	56.2	—	82	—	—	—	—
Housatonic Community-Technical College (3)	—	—	—	—	—	54.7	—	48	—	—	—	—
Manchester Community Technical College (3)	—	—	—	—	—	51.1	—	96	—	—	—	—
Middlesex Community-Technical College (3)	—	—	—	—	—	57.3	—	38	—	—	—	—
Naugatuck Valley Community Technical College (3)	—	—	—	—	—	53.6	—	105	—	—	—	—
Northwestern Connecticut Community-Technical Coll (3)	—	—	—	—	—	51.8	—	32	—	—	—	—
Norwalk Community-Technical College (3)	—	—	—	—	—	50.0	—	90	—	—	—	—
Quinebaug Valley Community-Technical College (3)	—	—	—	—	—	49.0	—	20	—	—	—	—
Three Rivers Community-Technical College (3)	—	—	—	—	—	56.8	—	71	—	—	—	—
Tunxis Community-Technical College (3)	—	—	—	—	—	55.2	—	44	—	—	—	—
BA												
United States Coast Guard Academy (1)	82.9	69.4	+	53.5	70.8	*73.4	—	39	26	69	9	—
BA+												
Central Connecticut State University (1)	74.9	55.6	44.6	40.1	—	*58.9	—	379	38	58	—	14.6
Eastern Connecticut State University (1)	71.3	56.3	39.2	36.2	—	54.0	-4.2	160	39	58	—	15.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Southern Connecticut State University (3)	—	—	—	—	—	60.5	—	385	—	—	—	—
Western Connecticut State University (1)	72.0	57.4	48.0	—	—	*61.9	-1.8	175	40	72	2	16.9
DOCTORAL												
University of Connecticut (1)	93.5	68.7	53.9	54.9	—	*75.3	3.2	1,043	29	71	—	18.3
Private												
AA												
St Vincent's College (1)	+	48.9	+	—	—	*48.9	—	8	100	—	—	11.7
BA												
Bais Binyomin Academy (1)	—	—	—	—	—	—	—	—	—	—	100	—
Lyme Academy of Fine Arts (1)	+	+	—	—	—	+	—	7	29	—	13	5.3
Mitchell College (1)	—	+	45.5	—	—	*45.5	—	20	50	80	—	10.2
Teikyo Post University (1)	53.3	45.6	41.4	—	—	*47.9	—	24	38	—	—	12.1
BA+												
Albertus Magnus College (1)	50.0	45.1	37.8	—	—	*44.3	19.5	24	50	46	—	8.5
Connecticut College (1)	77.3	59.4	45.3	34.3	—	*60.6	6.2	157	44	61	—	16.4
Fairfield University (1)	80.5	64.4	53.8	44.5	—	*65.2	-0.2	206	40	71	—	20.0
Holy Apostles College and Seminary (1)	+	—	—	—	+	+	—	3	33	—	50	3.6
Quinnipiac College (1)	87.6	64.0	53.2	—	—	*71.9	—	173	38	64	29	19.2
Rensselaer Hartford Graduate Center Inc (1)	87.0	72.2	68.4	—	—	*74.6	—	37	22	—	—	17.2
Sacred Heart University (1)	66.5	55.8	45.1	38.5	—	52.1	0.2	139	47	44	3	15.1
Saint Joseph College (1)	66.6	55.9	42.3	—	—	53.4	—	74	73	64	3	12.5
Trinity College (1)	89.4	64.6	46.4	40.4	—	67.5	—	166	39	64	—	17.7
DOCTORAL												
Hartford Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
University of Bridgeport (1)	57.2	50.3	39.5	—	—	*47.4	3.0	94	19	47	—	14.3
University of Hartford (1)	62.1	50.4	44.1	38.2	—	*50.5	—	284	32	58	7	13.8
University of New Haven (1)	65.0	54.1	47.6	26.5	—	*56.2	2.4	156	18	63	2	15.4
Wesleyan University (1)	87.8	60.4	49.4	46.6	—	*73.3	2.8	263	32	71	—	18.7
Yale University (1)	119.2	69.1	54.9	52.4	—	92.3	6.4	755	22	58	7	18.5
DELAWARE												
Public												
AA												
Delaware Technical & Comm Coll-Stanton-Wilmington (1)	—	—	—	—	47.9	47.9	4.6	108	67	—	31	13.1
Delaware Technical and Community College-Owens (1)	—	—	—	—	48.0	48.0	4.1	64	66	—	30	13.6
Delaware Technical and Community College-Terry (1)	—	—	—	—	47.3	47.3	6.1	35	51	—	33	14.0
BA+												
Delaware State University (1)	67.5	54.3	46.3	39.5	—	*53.5	—	161	40	55	13	9.7
DOCTORAL												
University of Delaware (1)	89.6	64.6	52.5	40.0	+	*68.8	2.1	851	34	67	9	20.0
Private												
AA												
Delaware College of Art and Design (1)	—	—	—	—	+	+	—	2	50	—	—	—
BA+												
Goldey-Beacom College (1)	+	53.3	+	36.9	—	*44.2	2.0	24	46	—	—	11.5
Wesley College (1)	50.7	41.4	34.7	—	—	*42.4	—	51	45	65	—	9.1

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
DOCTORAL												
Widener University-Delaware Campus (1)	93.2	82.3	—	45.0	—	78.8	—	45	42	62	10	20.7
Wilmington College (1)	—	—	—	—	—	—	—	—	—	—	100	—
DISTRICT OF COLUMBIA												
Public												
BA+												
Joint Military Intelligence College (3)	—	—	—	—	—	—	—	—	—	—	—	—
University of the District of Columbia (3)	—	—	—	—	—	54.4	—	138	—	—	—	—
Private												
BA												
Corcoran School of Art (3)	—	—	—	—	—	—	—	—	—	—	—	—
BA+												
Mount Vernon College (3)	—	—	—	—	—	42.0	—	18	—	—	—	—
Southeastern University (1)	+	+	—	—	—	+	8.9	4	25	—	64	7.5
Trinity College (1)	54.6	43.9	35.9	28.9	—	*42.9	—	52	75	48	2	7.4
Washington Hospital Center School of Medical Techn (3)	—	—	—	—	—	—	—	—	—	—	—	—
Washington Theological Union (1)	51.1	42.5	38.8	—	—	*43.4	—	21	24	—	—	2.3
DOCTORAL												
American University (1)	91.4	61.8	50.6	29.7	—	66.7	4.3	463	38	61	—	13.9
Catholic University of America (1)	72.4	53.3	44.8	—	—	*58.4	—	349	33	74	—	12.4
Gallaudet University (1)	80.7	58.9	48.8	34.9	—	62.6	6.4	171	63	71	25	15.9
George Washington University (1)	94.0	69.5	53.5	45.8	—	*76.3	—	665	29	66	7	14.6
Georgetown University (1)	103.2	66.8	52.5	47.1	—	76.8	—	606	35	62	3	18.3
Howard University (1)	78.6	56.4	50.5	44.6	—	61.3	8.2	692	38	66	20	11.7
Wesley Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
FLORIDA												
Public												
AA												
Brevard Community College-Cocoa Campus (1)	45.1	39.8	37.6	34.7	—	39.1	—	204	43	75	15	12.9
Broward Community College (1)	53.0	48.7	43.1	45.9	—	46.4	0.9	329	47	68	3	11.8
Central Florida Community College (1)	—	—	—	—	37.5	37.5	—	98	52	69	2	8.1
Chipola Junior College (1)	—	—	—	—	40.7	40.7	6.4	58	55	76	0	8.6
Daytona Beach Community College (1)	46.9	36.8	33.1	32.6	—	39.6	0.8	180	46	73	15	1.4
Edison Community College (1)	46.0	—	—	—	—	46.0	3.3	84	48	93	0	13.5
Florida Community College at Jacksonville (1)	47.2	—	—	—	+	*47.2	3.6	367	54	59	5	12.7
Florida Keys Community College (1)	—	—	—	35.9	29.8	33.5	2.9	25	28	60	17	34.3
Gulf Coast Community College (1)	54.5	46.8	40.3	40.3	—	44.6	4.5	75	52	72	29	9.8
Hillsborough Community College (1)	55.0	47.1	44.0	37.0	39.3	45.2	—	239	49	78	0	11.1
Indian River Community College (1)	67.7	61.2	52.1	40.5	44.6	*56.4	3.5	126	48	82	11	13.4
Lake City Community College (1)	—	—	—	—	37.8	37.8	-1.7	42	40	81	18	10.0
Lake-Sumter Community College (1)	—	—	—	—	37.9	37.9	4.3	47	62	57	8	9.9
Manatee Community College (1)	48.2	40.4	34.4	28.9	+	*40.4	11.0	107	56	79	4	9.7
Miami-Dade Community College (1)	55.1	43.7	36.4	30.7	—	48.1	-0.4	670	49	89	0	12.3
North Florida Community College (1)	—	—	—	40.0	35.8	*39.3	—	28	50	75	0	12.6
Okaloosa-Walton Community College (1)	—	—	—	—	42.0	42.0	7.4	70	50	63	4	6.6
Palm Beach Community College (1)	54.4	48.6	45.4	43.0	—	45.6	7.2	183	49	73	0	11.1
Pasco-Hernando Community College (1)	53.8	42.8	36.1	34.1	—	*42.7	—	74	62	69	15	10.2

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Pensacola Junior College (1)	45.7	42.6	38.5	33.3	—	41.3	2.6	206	51	83	16	10.1
Polk Community College (1)	41.8	—	—	—	—	41.8	4.2	87	46	86	13	10.4
Saint Johns River Community College (1)	—	—	—	—	39.3	39.3	3.4	79	48	68	6	12.0
Saint Petersburg Junior College (1)	—	—	—	—	44.7	44.7	2.9	219	54	71	7	11.3
Santa Fe Community College (1)	—	—	—	—	42.7	42.7	2.5	222	53	74	7	11.1
Seminole Community College (1)	—	—	—	—	41.9	41.9	-2.1	59	69	73	56	8.1
South Florida Community College (1)	—	—	—	—	41.6	41.6	1.7	35	46	63	29	10.3
Tallahassee Community College (1)	—	—	—	—	50.9	50.9	0.7	136	52	89	0	11.9
Valencia Community College (1)	—	—	—	—	45.4	45.4	2.1	223	52	67	0	14.1
BA+												
Florida Gulf Coast University (1)	65.4	50.8	47.4	28.8	+	*49.2	—	114	36	17	28	14.8
DOCTORAL												
Florida Agricultural and Mechanical University (1)	66.8	56.1	49.3	36.4	—	54.9	4.1	304	40	50	31	14.3
Florida Atlantic University-Boca Raton (1)	71.7	55.2	45.3	38.2	—	56.2	3.4	574	36	58	13	16.7
Florida International University (1)	68.0	52.7	44.6	38.6	—	52.6	3.5	775	34	58	10	17.9
Florida State University (1)	73.3	53.2	47.4	27.7	—	60.5	3.5	995	31	71	1	14.7
The University of West Florida (1)	62.0	51.1	41.6	33.4	—	48.1	0.9	222	32	57	1	15.0
University of Central Florida (1)	72.5	57.3	46.3	30.2	—	*51.5	—	825	37	46	6	16.9
University of Florida (1)	79.9	56.2	50.3	—	—	*65.2	3.4	1,060	22	72	31	15.2
University of North Florida (1)	68.0	51.8	41.2	34.7	—	*50.5	—	320	37	51	11	12.3
University of South Florida (1)	71.7	54.6	46.2	40.3	—	56.7	2.6	847	34	64	24	13.4
Private												
AA												
Southwest Florida College of Business (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA												
Bethune-Cookman College (1)	47.4	45.4	39.3	31.3	—	*37.8	—	114	45	7	14	6.0
Clearwater Christian College (1)	34.0	30.5	+	—	—	*31.6	7.4	34	24	—	8	10.2
Eckerd College (1)	61.9	50.2	41.3	—	—	50.2	1.7	96	29	68	—	18.0
Edward Waters College (1)	+	+	25.7	26.3	—	*25.8	-0.5	22	27	—	4	3.4
Flagler College (1)	47.4	43.0	36.9	30.1	—	*39.7	2.3	60	33	—	—	9.7
Florida Baptist Theological College (1)	—	+	+	—	—	+	22.8	3	33	67	84	7.1
Florida Christian College Inc (1)	—	—	—	—	—	—	—	—	—	—	100	—
Florida College (1)	—	—	—	—	37.1	37.1	9.6	28	21	57	—	9.8
Florida Hospital College of Health Sciences (1)	—	—	+	—	—	+	—	1	100	—	97	—
Florida Memorial College (1)	49.6	42.7	40.4	—	+	*42.1	7.0	71	37	—	9	6.7
Hobe Sound Bible College (1)	+	+	+	—	—	+	2.1	7	29	—	—	6.0
International College-Ft Myers (2)	—	—	—	—	—	—	—	—	—	—	—	—
Johnson & Wales University-Florida Campus (1)	+	+	34.1	31.6	—	*32.1	—	34	24	—	—	8.1
Jones College-Jacksonville (1)	—	—	—	—	—	—	—	—	—	—	100	—
Jones College-Miami Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
Northwood University-Florida Education Center (1)	+	40.9	+	32.2	—	*37.0	3.5	13	15	—	—	6.0
Ringling School of Art and Design (1)	—	—	—	—	46.0	46.0	3.0	45	40	—	—	11.0
Rollins College-Brevard Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
Southeastern College Assemblies of God (1)	—	—	—	—	—	—	—	—	—	—	100	—
Trinity Baptist College (1)	+	+	—	17.8	—	*17.8	10.8	7	57	—	36	4.5
Trinity College of Florida (1)	43.7	+	+	—	—	*43.7	3.0	6	17	—	—	5.3
Warner Southern College (1)	41.0	36.8	34.4	—	—	*37.7	9.1	19	26	32	17	8.1
BA+												
Embry Riddle Aeronautical University (1)	57.3	46.5	42.3	33.4	—	48.2	—	216	14	44	13	12.2

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Florida Southern College (1)	56.3	45.3	39.4	—	29.3	*45.9	—	101	38	—	—	10.2
International College-Naples (1)	—	—	—	—	—	—	—	—	—	—	100	—
Jacksonville University (1)	53.0	45.2	37.8	—	—	44.7	-2.9	110	39	65	—	9.2
Lynn University (1)	53.0	44.8	37.4	—	32.1	*44.3	—	62	35	2	—	8.6
Palm Beach Atlantic College-West Palm Beach (1)	—	—	—	—	—	—	—	—	—	—	100	—
Rollins College (1)	67.7	53.3	36.9	—	—	*58.1	—	143	34	76	—	13.6
Saint John Vianney College Seminary (1)	—	+	36.6	27.7	—	*32.1	3.6	8	—	—	11	13.4
Saint Leo University (1)	47.8	41.8	36.5	—	—	*41.6	3.6	55	29	55	—	10.4
Saint Thomas University (1)	78.6	55.6	42.1	—	—	*60.6	12.0	77	40	26	—	10.6
Saint Vincent De Paul Regional Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Stetson University (1)	76.0	51.7	41.6	26.0	—	55.6	-0.4	220	39	66	—	15.5
Trinity International University (1)	+	+	35.3	—	—	*35.3	4.3	10	30	50	—	8.4
University of Tampa (1)	55.9	49.5	50.2	33.1	—	50.3	—	127	30	65	1	12.6
Webber College (1)	—	—	—	—	—	—	—	0	—	—	100	—
DOCTORAL												
Barry University (1)	59.5	49.7	41.6	35.6	—	47.8	3.2	176	55	—	34	9.9
Carlos Albizu University-Miami Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Florida Institute of Technology-Melbourne (1)	60.6	49.5	42.9	—	—	*50.1	5.7	150	14	—	12	8.1
Nova Southeastern University (1)	91.3	48.6	47.4	37.5	+	*63.4	—	115	41	24	76	11.5
Talmudic College of Florida (3)	—	—	—	—	—	—	—	—	—	—	—	—
The Union Institute (2)	—	—	—	—	—	—	—	—	—	—	—	—
University of Miami (1)	88.2	58.1	52.9	34.8	—	64.6	1.7	665	28	61	12	16.6
GEORGIA												
Public												
AA												
Abraham Baldwin Agricultural College (1)	52.7	43.4	38.2	33.9	+	*40.4	-1.8	87	56	48	19	11.7
Athens Area Technical Institute (1)	—	—	—	—	41.8	*41.8	9.9	18	89	6	76	9.9
Atlanta Metropolitan College (1)	51.9	49.5	41.2	—	—	*46.3	—	45	47	53	10	11.2
Augusta Technical Institute (1)	—	—	—	37.6	—	37.6	-18	3	100	—	97	8.4
Bainbridge College (1)	50.6	+	37.2	—	—	*46.7	4.9	23	57	78	30	11.8
Carroll Technical Institute (1)	—	—	—	—	40.9	*40.9	8.4	4	25	—	93	12.3
Chattahoochee Technical Institute (1)	—	—	—	—	42.8	42.8	8.0	19	53	—	67	11.6
Coastal Georgia Community College (1)	54.0	44.3	42.6	37.0	—	43.9	—	46	48	30	18	11.4
Columbus Technical Institute (1)	—	—	—	—	—	—	—	—	—	—	100	—
Coosa Valley Technical Institute (3)	—	—	—	—	—	33.1	—	8	—	—	—	—
Darton College (1)	51.8	44.9	40.8	34.2	—	*41.9	—	58	53	52	24	11.0
DeKalb Technical Institute (1)	—	—	—	—	—	—	—	—	—	—	100	—
East Georgia College (1)	+	+	37.6	31.8	—	*35.4	0.0	24	46	25	11	10.2
Floyd College (1)	50.1	41.8	37.2	32.9	—	41.3	2.0	64	52	44	17	10.8
Gainesville College (1)	52.4	46.3	39.5	36.0	—	42.2	—	88	60	61	9	13.8
Georgia Military College-Ft Benning Center (3)	—	—	—	—	—	—	—	—	—	—	—	—
Georgia Military College-Ft Gordon Center (3)	—	—	—	—	—	—	—	—	—	—	—	—
Georgia Military College-Ft McPherson Center (3)	—	—	—	—	—	—	—	—	—	—	—	—
Georgia Military College-Main Campus (3)	—	—	—	—	—	33.3	—	23	—	—	—	—
Georgia Military College-Moody Center (3)	—	—	—	—	—	—	—	—	—	—	—	—
Georgia Military College-Robins Air Force Base Ctr (3)	—	—	—	—	—	—	—	—	—	—	—	—
Georgia Perimeter College (1)	57.1	48.9	41.2	33.7	—	42.0	—	304	60	57	7	11.2
Gordon College (1)	52.3	49.6	37.6	—	—	43.0	5.1	60	50	32	6	12.0
Griffin Technical Institute (1)	—	—	—	—	+	+	—	2	100	50	95	—

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Gwinnett Technical Institute (1)	—	—	—	—	—	—	—	—	—	—	100	—
Macon Technical Institute (1)	—	—	—	—	38.2	38.2	—	3	100	—	96	10.0
Middle Georgia College (1)	54.3	42.8	34.9	32.4	—	*40.1	—	58	41	47	17	11.4
Northwestern Technical Institute (1)	—	—	—	—	40.3	*40.3	—	4	75	50	89	10.4
Savannah Technical Institute (1)	—	—	—	—	56.4	56.4	89.2	9	56	—	83	14.8
South Georgia College (1)	+	46.0	38.7	30.4	—	*39.8	0.4	33	52	39	18	10.9
Thomas Technical Institute (1)	—	—	—	—	—	—	—	—	—	—	100	—
Waycross College (1)	+	+	41.1	33.0	—	*39.5	5.0	20	55	45	5	11.7
West Georgia Technical Institute (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA												
Clayton College and State University (1)	66.3	52.1	46.6	38.2	—	53.2	1.4	88	50	53	21	12.9
Dalton State College (1)	60.1	51.0	42.3	34.8	—	*44.4	—	87	47	43	10	12.0
Macon State College (1)	60.0	47.4	42.6	34.5	—	46.9	2.6	104	54	63	11	12.6
BA+												
Albany State University (1)	61.2	51.9	44.4	35.9	—	*49.5	0.3	122	47	53	12	11.2
Armstrong Atlantic State University (1)	59.0	47.4	40.8	31.2	—	*45.9	3.1	190	50	55	11	11.6
Augusta State University (1)	64.7	52.6	41.2	34.3	—	49.2	2.5	190	46	55	1	11.0
Columbus State University (1)	62.3	49.9	39.9	33.3	—	*48.6	2.3	193	41	50	11	13.5
Fort Valley State University (1)	62.1	49.9	41.3	36.4	—	47.8	5.6	99	38	45	32	13.6
Georgia College and State University (1)	61.2	49.0	42.1	37.0	—	*48.0	3.0	168	46	41	16	12.2
Georgia Southwestern State University (1)	56.2	49.6	40.1	46.0	—	*47.2	2.9	96	45	56	2	13.0
Kennesaw State University (1)	67.0	57.2	43.0	35.9	—	53.0	3.8	326	52	58	8	11.5
North Georgia College and State University (1)	59.4	51.6	42.7	27.5	—	47.1	3.5	141	48	43	12	15.0
Savannah State University (1)	60.0	49.2	42.2	37.3	—	*50.5	—	138	33	62	3	12.7
Southern Polytechnic State University (1)	60.9	52.7	47.4	40.5	—	*53.7	4.1	140	15	66	9	13.4
DOCTORAL												
Georgia Institute of Technology-Main Campus (1)	93.7	70.6	61.4	30.1	—	*75.0	—	610	15	65	15	18.1
Georgia Southern University (1)	66.3	53.4	43.0	32.3	—	47.6	2.4	604	45	48	7	12.2
Georgia State University (1)	95.0	62.3	52.2	31.2	—	60.5	-1.7	876	42	46	7	14.1
Medical College of Georgia (1)	+	57.5	45.2	37.2	—	*46.4	-3.0	48	94	6	74	12.6
State University of West Georgia (1)	62.0	51.3	42.8	31.6	—	47.8	-1.0	305	47	40	4	11.8
University of Georgia (1)	85.5	58.6	50.2	37.1	—	65.6	4.0	1,098	32	67	36	14.6
Valdosta State University (1)	62.5	52.2	44.0	34.5	—	50.0	3.2	359	39	50	22	12.6
Private												
AA												
Andrew College (1)	+	—	30.6	—	—	*30.6	18.2	7	43	43	70	5.6
Gupton Jones College of Funeral Service (1)	—	—	—	—	—	—	—	—	—	—	100	—
Truett-McConnell College (1)	36.6	35.5	32.3	29.1	—	*32.7	11.7	49	57	—	—	7.7
Young Harris College (1)	—	—	—	—	40.8	40.8	3.2	25	44	84	11	9.6
BA												
Atlanta Christian College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Atlanta College of Art (3)	—	—	—	—	—	45.4	—	24	—	—	—	—
Beacon College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Beulah Heights Bible College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Brewton-Parker College (1)	43.7	37.2	34.3	—	—	*38.1	—	45	29	69	4	7.5
Emmanuel College (1)	38.5	30.7	31.2	28.1	—	*32.5	—	44	36	—	4	6.6
Georgia Baptist College of Nursing (1)	+	51.0	39.1	41.4	—	*42.5	—	27	96	—	4	—
Morehouse College (1)	84.5	51.0	41.7	35.4	—	*53.6	12.4	168	32	45	—	10.3

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Reinhardt College (1)	47.8	43.7	30.6	30.5	—	36.7	—	46	52	26	—	7.6
Spelman College (1)	67.7	51.7	40.6	37.3	35.6	*48.3	5.6	141	63	45	—	—
BA+												
Agnes Scott College (1)	64.2	52.6	43.1	35.7	—	52.9	2.4	75	59	64	—	13.1
Berry College (1)	65.7	53.4	42.3	34.9	—	46.1	—	128	36	24	6	10.5
Brenau University (1)	45.5	46.1	36.9	35.0	—	*40.7	9.6	73	70	—	18	8.9
Covenant College (1)	53.8	47.0	39.6	—	—	*49.5	—	44	5	34	—	12.6
LaGrange College (1)	51.1	43.1	39.8	—	—	*44.2	5.2	54	44	56	2	11.4
Life University (3)	—	—	—	—	—	—	—	—	—	—	—	—
Oglethorpe University (1)	63.1	50.8	39.8	—	+	*50.5	1.6	53	28	49	—	10.0
Piedmont College (1)	46.9	38.7	36.0	—	—	*38.7	—	71	48	35	11	9.2
Savannah College of Art and Design (1)	—	—	—	—	—	—	—	—	—	—	100	—
Shorter College (1)	48.1	40.0	33.6	—	—	*41.0	—	54	31	63	11	9.5
Thomas College (1)	32.5	32.5	27.8	—	—	*30.7	0.2	39	41	—	—	3.9
Toccoa Falls College (1)	36.5	30.9	31.7	26.5	—	*31.0	—	47	15	32	—	9.8
Wesleyan College (3)	—	—	—	—	—	45.2	—	42	—	—	—	—
DOCTORAL												
Clark Atlanta University (1)	57.8	47.1	39.4	31.4	—	43.9	—	299	38	47	4	8.9
Columbia Theological Seminary (1)	59.7	46.4	+	36.2	—	*52.5	2.6	25	32	60	7	19.4
Emory University (1)	107.8	67.5	56.9	—	—	81.1	6.9	512	29	72	12	30.4
Institute of Paper Science and Technology (1)	—	—	—	—	—	—	—	—	—	—	100	—
Interdenominational Theological Center (1)	49.0	41.8	38.3	—	—	*44.8	—	21	38	48	—	7.0
Luther Rice Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Mercer University (1)	71.6	53.2	41.6	34.1	—	*55.0	3.3	229	30	56	27	13.5
Mercer University In Atlanta (2)	—	—	—	—	—	—	—	—	—	—	—	—
HAWAII												
Public												
AA												
Hawaii Community College (1)	55.7	47.5	43.7	38.7	—	46.8	0.7	74	49	78	13	10.4
Honolulu Community College (1)	56.5	49.1	46.6	38.1	—	48.5	–1.4	106	33	83	5	10.6
Kapiolani Community College (1)	59.1	50.1	45.0	37.6	—	46.4	0.6	145	50	66	21	10.2
Kauai Community College (1)	56.6	49.2	46.0	41.6	—	*47.1	—	53	45	77	7	10.5
Leeward Community College (1)	56.9	50.0	43.1	37.1	—	46.7	–1.6	138	48	72	4	10.4
Maui Community College (1)	60.0	49.9	47.2	37.9	—	46.4	–0.2	58	52	66	21	10.3
Windward Community College (1)	55.2	48.4	46.3	38.5	—	*49.4	–1.6	32	44	88	3	10.6
BA												
University of Hawaii-West Oahu (1)	55.7	49.4	+	—	—	*53.7	4.1	21	29	81	0	11.1
BA+												
University of Hawaii at Hilo (1)	61.6	50.8	44.0	32.0	—	49.0	–0.7	126	37	54	17	10.7
DOCTORAL												
University of Hawaii at Manoa (1)	77.3	57.7	49.6	37.2	—	62.8	–0.8	803	34	72	23	12.4
Private												
AA												
Education America Inc (3)	—	—	—	—	—	—	—	—	—	—	—	—
Heald College School of Business and Technology (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA												
Brigham Young University-Hawaii Campus (1)	84.8	71.1	61.5	45.4	—	*70.4	—	87	23	74	19	18.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
BA+												
Chaminade University of Honolulu (1)	49.7	42.9	35.9	—	—	*43.7	—	53	42	68	2	9.5
Hawaii Pacific University (1)	—	—	—	—	—	—	—	—	—	—	100	—
IDAHO												
Public												
AA												
College of Southern Idaho (1)	49.0	42.7	38.2	36.5	—	41.2	5.1	95	51	—	21	12.6
Eastern Idaho Technical College (1)	—	—	—	—	32.8	32.8	3.9	29	38	—	29	10.1
North Idaho College (1)	—	—	—	39.2	38.1	39.1	−2.8	137	47	63	4	10.6
BA												
Lewis-Clark State College (1)	49.1	41.5	38.5	35.4	—	42.9	3.7	75	45	57	13	12.7
DOCTORAL												
Boise State University (1)	56.7	48.5	41.4	37.3	37.9	48.7	—	446	29	74	6	13.7
Idaho State University (1)	60.5	48.4	41.3	34.1	27.8	45.2	2.1	430	41	50	20	13.0
University of Idaho (1)	64.4	52.1	43.1	33.0	—	53.1	2.0	405	25	69	31	14.9
Private												
AA												
Ricks College (1)	—	—	—	—	48.8	48.8	−1.8	377	18	74	—	15.9
BA												
Albertson College of Idaho (1)	54.1	43.8	36.6	—	—	*46.7	7.3	56	32	79	—	12.5
Boise Bible College (1)	36.2	—	—	—	—	*36.2	—	6	17	—	14	5.3
BA+												
Northwest Nazarene University (1)	—	—	—	—	41.9	41.9	7.4	79	27	—	5	12.8
ILLINOIS												
Public												
AA												
Belleville Area College (1)	—	—	—	—	46.4	46.4	−8.4	122	45	57	2	2.1
Black Hawk College (1)	—	—	—	—	50.8	50.8	1.4	137	49	82	7	2.2
Carl Sandburg College (1)	—	—	—	—	41.2	41.2	−5.9	67	43	66	0	4.3
City Colleges of Chicago-Harold Washington College (1)	—	—	—	—	65.4	65.4	3.4	107	42	90	0	—
City Colleges of Chicago-Harry S Truman College (1)	—	—	—	—	64.1	64.1	4.6	96	52	86	9	—
City Colleges of Chicago-Kennedy-King College (1)	—	—	—	—	62.2	62.2	0.7	68	44	69	35	—
City Colleges of Chicago-Malcolm X College (1)	—	—	—	—	66.1	66.1	4.0	74	57	88	4	—
City Colleges of Chicago-Olive-Harvey College (1)	—	—	—	—	60.4	60.4	1.5	82	50	65	2	—
City Colleges of Chicago-Richard J Daley College (1)	—	—	—	—	62.8	62.8	1.8	78	40	73	6	—
City Colleges of Chicago-Wilbur Wright College (1)	—	—	—	—	61.6	61.6	0.3	101	46	77	3	—
College of DuPage (1)	—	—	—	—	63.7	63.7	2.1	262	50	89	0	5.0
College of Lake County (1)	—	—	—	—	72.3	72.3	2.0	162	44	56	0	0.3
Danville Area Community College (1)	—	—	—	—	38.0	38.0	0.4	50	54	78	4	4.2
Elgin Community College (1)	—	—	—	—	67.1	67.1	2.3	108	48	84	0	1.8
Heartland Community College (1)	—	—	—	—	37.3	37.3	−4.1	37	62	32	30	3.2
Highland Community College (1)	—	—	—	—	50.9	50.9	3.4	47	28	72	0	3.3
Illinois Central College (1)	—	—	—	—	44.5	44.5	0.6	166	39	77	10	2.3
Illinois Eastern Community Coll-Frontier Comm Coll (1)	—	—	—	—	+	+	14.9	3	67	67	0	3.2
Illinois Eastern Community Colls-Lincoln Tr Coll (1)	—	—	—	—	38.5	38.5	7.1	27	41	78	0	3.1
Illinois Eastern Community Colls-Olney Ctrl Coll (1)	—	—	—	—	41.2	41.2	5.0	37	51	68	0	3.1
Illinois Eastern Community Colls-Wabash Vly Coll (1)	—	—	—	—	39.4	39.4	2.9	27	30	78	33	3.1

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Illinois Valley Community College (1)	—	—	—	—	44.4	44.4	3.7	68	47	69	3	1.5
John A Logan College (1)	—	—	—	—	48.1	48.1	4.6	100	50	91	0	2.6
John Wood Community College (1)	—	—	—	—	36.1	36.1	4.6	45	62	62	15	2.2
Joliet Junior College (1)	—	—	—	—	56.7	56.7	–0.4	154	37	72	0	1.0
Kankakee Community College (1)	—	—	—	—	50.3	50.3	4.2	56	50	71	0	3.7
Kaskaskia College (1)	—	—	—	—	45.3	45.3	–0.7	52	29	79	9	3.1
Kishwaukee College (1)	—	—	—	—	42.1	42.1	2.7	69	46	78	0	3.2
Lake Land College (1)	—	—	—	—	39.9	39.9	–1.9	101	49	68	26	2.2
Lewis and Clark Community College (1)	—	—	—	—	49.9	49.9	3.5	81	49	78	0	3.2
Lincoln Land Community College (1)	—	—	—	—	56.5	56.5	10.3	119	43	87	0	4.1
McHenry County College (1)	—	—	—	—	53.3	53.3	3.4	75	49	84	0	3.9
Metropolitan Community College (3)	—	—	—	—	—	40.4	—	5	—	—	—	—
Moraine Valley Community College (1)	—	—	—	—	53.4	53.4	1.0	161	49	86	0	7.8
Morton College (1)	—	—	—	—	52.5	52.5	1.5	51	53	71	0	6.7
Oakton Community College (1)	—	—	—	—	66.8	66.8	3.0	135	55	76	0	3.4
Parkland College (1)	—	—	—	—	50.4	50.4	0.4	157	45	70	0	3.1
Prairie State College (1)	—	—	—	—	53.2	53.2	6.3	77	55	83	0	2.2
Rend Lake College (1)	—	—	—	—	44.5	44.5	1.9	55	49	85	25	3.7
Richland Community College (1)	—	—	—	—	43.1	43.1	–0.6	57	40	74	0	
Rock Valley College (1)	—	—	—	—	50.5	50.5	2.7	122	38	85	6	1.6
Sauk Valley Community College (1)	—	—	—	—	41.3	41.3	1.9	49	39	84	2	2.3
Shawnee Community College (1)	—	—	—	—	41.9	41.9	2.8	38	63	89	7	2.0
South Suburban College (1)	—	—	—	—	55.2	55.2	5.2	119	55	77	0	5.5
Southeastern Illinois College (1)	—	—	—	—	42.5	42.5	4.9	57	44	53	33	3.1
Spoon River College (1)	—	—	—	—	39.4	39.4	0.7	38	42	68	0	3.5
Triton College (1)	—	—	—	—	57.3	57.3	–6.0	125	42	76	0	1.0
Waubonsee Community College (1)	—	—	—	—	50.0	50.0	3.3	69	48	77	0	3.1
William Rainey Harper College (1)	—	—	—	—	59.3	59.3	–2.2	194	60	84	0	2.3
BA+												
Chicago State University (1)	64.7	53.9	46.4	28.2	—	*48.5	—	307	47	51	7	8.4
Eastern Illinois University (1)	55.9	47.6	38.1	25.7	—	*44.0	–1.7	503	44	54	10	8.2
Governors State University (1)	—	—	—	—	59.2	*59.2	—	6	33	33	97	10.0
Northeastern Illinois University (1)	67.5	54.8	47.4	27.9	—	53.8	4.5	289	41	68	7	10.8
Southern Illinois University-Edwardsville (1)	61.3	52.5	41.9	33.4	—	48.2	3.9	414	42	51	16	9.6
Western Illinois University (1)	57.4	46.9	39.3	27.9	—	45.9	—	562	36	54	6	9.5
DOCTORAL												
Illinois State University (1)	65.4	51.1	43.3	31.8	31.7	50.1	5.7	800	41	55	5	9.7
Northern Illinois University (1)	71.0	51.9	46.0	27.6	—	51.9	4.1	777	39	60	8	10.1
Southern Illinois University-Carbondale (1)	68.3	51.2	43.2	29.5	—	49.5	4.3	796	30	57	16	10.2
University of Illinios at Springfield (1)	63.7	54.5	47.3	—	—	*55.9	—	146	34	75	1	10.5
University of Illinois at Chicago (1)	83.2	61.8	51.2	41.3	—	*66.6	4.4	899	29	72	14	11.7
University of Illinois at Urbana (1)	92.2	63.5	54.1	49.6	—	*74.8	4.1	1,693	23	75	4	12.6
Private												
AA												
Henry J Kutsch School of Nursing (3)	—	—	—	—	—	—	—	—	—	—	—	—
Lexington College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Lincoln College (1)	—	—	—	—	37.1	37.1	2.5	42	43	40	—	7.7
Morrison Institute of Technology (1)	—	—	—	—	—	—	—	—	—	—	100	—
Springfield College In Illinois (1)	—	—	—	—	29.4	29.4	3.2	20	45	35	—	5.4

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BA												
Augustana College (1)	60.9	51.7	40.5	37.6	—	49.6	3.7	138	36	64	1	12.8
Blackburn College (1)	—	—	—	—	38.1	38.1	3.3	31	32	65	—	7.5
Blessing Rieman College of Nursing (1)	—	45.5	40.0	33.9	—	39.9	—	15	100	—	—	46.3
East-West University (1)	+	+	33.6	—	—	*33.6	2.5	11	36	9	—	7.3
Eureka College (1)	48.9	39.8	35.3	27.9	—	*40.4	—	43	37	44	0	9.6
Illinois College (1)	61.3	49.4	38.2	28.8	—	*47.1	-0.9	55	25	60	—	10.1
Illinois Wesleyan University (1)	70.4	53.7	42.3	36.8	—	*52.0	3.2	147	40	56	—	14.5
Kendall College (1)	+	+	+	—	—	+	11.4	10	60	0	62	6.1
Knox College (1)	62.5	48.8	40.9	36.5	—	49.2	4.4	94	34	54	—	12.0
Lakeview College of Nursing (1)	—	—	38.9	—	—	*38.9	—	6	100	0	—	5.0
MacMurray College (1)	38.8	34.1	30.6	—	—	*33.5	—	45	42	49	20	5.8
McKendree College (1)	51.9	46.6	40.4	34.8	—	*44.6	—	60	48	53	—	10.7
Millikin University (1)	—	—	—	—	—	—	—	—	—	—	100	—
Monmouth College (1)	54.9	43.0	36.9	33.5	—	*44.9	-3.5	57	37	53	0	10.6
Principia College (1)	56.4	47.4	41.5	35.5	—	*45.7	0.4	48	27	0	—	9.7
Robert Morris College (1)	—	—	—	—	41.6	41.6	5.0	103	50	0	2	8.6
Robert Morris College-Orland Park Branch (2)	—	—	—	—	—	—	—	—	—	—	—	—
Robert Morris College-Springfield Branch (2)	—	—	—	—	—	—	—	—	—	—	—	—
Saint Anthony College of Nursing (1)	—	—	+	35.8	—	*35.8	—	6	100	0	—	8.5
Saint Augustine College (1)	—	—	32.7	29.4	—	*30.1	—	17	65	0	26	5.6
Saint Francis Medical Center College of Nursing (1)	+	+	44.4	41.6	—	*43.0	1.2	18	100	0	—	—
Shimer College (1)	—	—	—	—	32.7	32.7	10.7	10	30	100	23	8.8
St John's College (1)	—	+	40.4	34.9	—	*39.3	1.3	15	100	100	—	6.9
Trinity Christian College (1)	49.1	44.9	37.3	—	—	*43.2	—	39	38	54	5	10.7
Trinity College of Nursing (1)	+	46.3	41.2	—	—	*44.8	—	11	100	0	—	11.4
BA+												
Aurora University (1)	57.4	48.5	40.6	38.6	—	47.1	6.9	80	63	0	—	12.4
Barat College (1)	61.1	48.1	41.4	—	—	*48.0	-1.1	41	56	56	—	10.3
Bradley University (1)	67.2	53.8	44.2	32.6	—	51.8	2.4	314	32	58	1	10.7
Columbia College Chicago (1)	—	—	—	—	50.4	50.4	3.7	238	39	49	3	12.0
Concordia University (1)	—	—	—	—	—	—	—	—	—	—	100	—
Dominican University (1)	59.7	49.9	44.9	—	—	*49.2	—	79	56	57	—	11.9
Elmhurst College (1)	63.0	52.2	43.6	34.6	—	*51.0	6.2	109	43	60	—	11.7
Greenville College (1)	45.4	38.7	33.7	—	—	*39.4	4.8	54	26	57	4	7.8
John Marshall Law School (1)	112.7	84.6	69.7	—	—	99.0	6.9	54	31	80	—	28.1
Judson College (1)	49.5	45.1	40.1	—	—	*45.5	4.1	41	29	32	—	7.6
Knowledge Systems Institute (1)	—	—	—	—	—	—	—	—	—	—	100	—
Lake Forest College (1)	69.5	53.6	42.8	35.7	—	*54.3	4.2	76	30	61	—	14.1
Lewis University (1)	59.4	48.7	41.7	37.4	—	48.2	5.0	143	50	41	—	11.5
Lincoln Christian College and Seminary (1)	44.2	38.2	34.1	—	—	*41.2	4.5	38	13	100	—	9.9
Mennonite College of Nursing (3)	—	—	—	—	—	40.1	—	15	—	—	—	—
North Central College (1)	56.7	49.9	39.3	—	—	*48.6	—	100	41	61	—	10.5
Olivet Nazarene University (1)	48.9	40.2	32.2	—	—	*42.7	—	82	38	62	—	10.3
Quincy University (1)	45.4	41.3	35.1	—	—	*39.1	—	60	28	40	—	8.8
Ravenswood Hospital Medical Center-Sch of Anesth (1)	—	—	—	—	—	—	—	—	—	—	100	—
Rockford College (1)	53.2	41.7	34.2	—	—	*43.3	—	79	39	72	—	13.0
Saint Xavier University (1)	62.0	52.4	42.2	33.0	—	*51.3	2.9	139	58	73	—	12.0
School of Art Institute of Chicago (1)	56.2	52.0	41.2	—	32.7	51.2	—	103	45	78	—	13.0
University of St Francis (1)	53.0	47.3	41.2	—	—	*45.1	—	63	63	0	9	12.5
Vandercook College of Music (1)	—	—	—	—	—	—	—	—	—	—	100	—

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
DOCTORAL												
Adler School of Professional Psychology (1)	—	—	—	—	—	—	—	—	—	—	100	—
Benedictine University (3)	—	—	—	—	—	47.5	—	85	—	—	—	—
Catholic Theological Union at Chicago (1)	36.1	31.7	32.2	—	—	34.1	2.1	26	35	65	—	0.8
Chicago School of Professional Psychology (1)	—	—	—	—	—	—	—	—	—	—	100	—
Chicago Theological Seminary (1)	+	+	46.3	—	—	*46.3	—	12	25	25	—	37.1
DePaul University (1)	85.4	63.8	50.9	48.2	—	64.1	2.6	551	36	47	5	16.2
Garrett Evangelical Theological Seminary (1)	58.8	53.6	52.1	—	—	55.4	—	21	43	57	9	11.1
Illinois Institute of Technology (1)	81.2	64.4	55.6	39.3	—	*66.3	7.0	280	19	53	—	14.8
Loyola University Chicago (1)	84.2	58.4	49.7	—	—	63.1	—	462	37	77	11	20.4
Lutheran School of Theology at Chicago (3)	—	—	—	—	—	—	—	—	—	—	—	—
McCormick Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
National-Louis University (1)	61.5	48.8	41.3	33.1	32.0	*45.2	—	287	66	44	3	12.2
North Park University (1)	52.1	42.7	36.4	—	—	45.5	3.4	95	47	57	—	12.9
Northwestern University (1)	111.2	73.4	62.4	—	—	91.6	4.9	896	24	71	—	19.2
Roosevelt University (1)	—	—	—	—	—	—	—	—	—	—	100	—
Spertus College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Trinity International University (1)	59.2	49.7	43.6	—	—	51.0	—	64	20	53	—	11.9
University of Chicago (1)	121.4	77.1	71.6	42.9	—	96.0	4.8	788	23	64	13	20.3
University of Saint Mary of the Lake (3)	—	—	—	—	—	—	—	—	—	—	—	—
Wheaton College (1)	65.1	54.2	45.7	—	—	56.6	—	165	21	68	1	15.5
INDIANA												
Public												
AA												
Ivy Tech State College-Central Indiana (1)	—	—	—	—	33.9	33.9	10.6	109	53	—	—	10.7
Ivy Tech State College-Columbus (1)	—	—	—	—	32.7	32.7	1.7	54	65	—	—	11.3
Ivy Tech State College-East Central (1)	—	—	—	—	34.1	34.1	-1.4	51	51	—	—	11.6
Ivy Tech State College-Kokomo (1)	—	—	—	—	32.1	32.1	0.2	37	57	—	—	9.8
Ivy Tech State College-Lafayette (1)	—	—	—	—	34.7	34.7	2.1	42	67	—	—	11.5
Ivy Tech State College-North Central (1)	—	—	—	—	32.2	32.2	2.3	60	57	—	—	11.0
Ivy Tech State College-Northeast (1)	—	—	—	—	32.3	32.3	2.1	62	55	—	—	10.7
Ivy Tech State College-Northwest (1)	—	—	—	—	33.0	33.0	0.5	80	55	—	—	12.4
Ivy Tech State College-South Central (1)	—	—	—	—	32.8	32.8	3.2	34	56	—	—	12.6
Ivy Tech State College-Southeast (1)	—	—	—	—	31.0	31.0	4.4	28	71	—	—	8.1
Ivy Tech State College-Southwest (1)	—	—	—	—	36.9	36.9	2.9	58	66	—	—	11.8
Ivy Tech State College-Wabash Valley (1)	—	—	—	—	32.0	32.0	0.2	63	57	—	—	10.5
Ivy Tech State College-Whitewater (1)	—	—	—	—	33.9	33.9	3.0	24	58	—	—	11.3
Vincennes University (3)	—	—	—	—	—	46.1	—	316	—	—	—	—
BA+												
Indiana University-East (1)	52.0	46.4	37.5	33.8	—	*40.9	2.4	58	57	50	5	13.9
Indiana University-Kokomo (1)	61.3	49.0	45.4	38.3	—	*49.2	2.6	63	51	44	6	16.5
Indiana University-Northwest (1)	61.2	52.7	41.9	33.4	—	48.5	3.7	128	39	59	7	17.0
Indiana University-Purdue University-Fort Wayne (1)	62.3	47.5	42.5	34.8	—	46.8	3.3	272	35	62	11	15.5
Indiana University-South Bend (1)	66.0	51.0	39.9	32.7	—	46.3	3.2	188	47	45	7	14.9
Indiana University-Southeast (1)	61.6	51.3	44.2	36.6	—	50.4	6.9	136	42	52	2	17.2
Purdue University-Calumet Campus (1)	62.9	50.6	39.1	27.1	—	47.4	3.8	236	42	64	9	14.1
Purdue University-North Central Campus (1)	55.0	46.1	39.9	27.7	—	*43.9	2.6	66	39	71	10	13.7
University of Southern Indiana (1)	60.8	51.6	43.8	34.1	—	45.0	1.9	229	44	42	9	12.2

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
DOCTORAL												
Ball State University (1)	67.1	52.4	40.2	29.7	—	*50.1	—	841	38	55	0	15.7
Indiana State University (1)	61.3	48.3	39.9	25.1	—	49.0	2.0	514	34	64	2	14.9
Indiana University-Bloomington (1)	84.2	58.6	48.7	38.0	—	*64.9	4.7	1,271	31	61	9	21.7
Indiana University-Purdue University-Indianapolis (1)	75.5	56.1	47.2	34.7	—	55.8	2.5	520	39	58	24	18.4
Purdue University-Main Campus (1)	87.7	60.0	51.4	28.0	—	64.6	4.7	1,106	27	65	25	17.8
Private												
AA												
Ancilla College (1)	—	+	30.8	—	—	*30.8	1.6	10	40	10	—	8.2
Ball Memorial Hospital School of Radiologic Techn (1)	—	—	—	—	—	—	—	—	—	—	100	—
Davenport College-South Bend-Mishawaka (1)	—	—	—	—	—	—	—	—	—	—	100	—
Holy Cross College (1)	—	37.1	33.3	—	—	35.2	1.8	20	40	—	—	9.1
Mid-America College of Funeral Service (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA												
Calumet College of Saint Joseph (1)	40.9	+	33.8	33.8	—	*36.3	6.9	19	21	53	10	9.4
Davenport College-Merrillville (1)	—	—	—	—	—	—	—	—	—	—	100	—
DePauw University (1)	66.0	53.4	43.3	—	—	55.6	4.7	167	37	65	—	15.5
Franklin College of Indiana (1)	50.7	41.6	36.5	—	—	45.3	—	56	30	75	2	14.1
Goshen College (1)	47.7	38.8	34.4	—	—	*40.5	—	76	43	46	—	10.0
Hanover College (1)	66.1	49.6	40.8	37.7	—	50.9	5.3	86	30	59	—	12.5
Marian College (1)	48.7	39.5	35.6	—	—	*39.4	—	71	51	55	—	8.3
Saint Mary's College (1)	61.1	50.3	41.0	—	—	50.7	—	105	53	76	—	14.8
Taylor University-Ft Wayne (1)	43.0	36.4	33.5	—	—	*37.7	1.5	25	24	48	0	15.7
Taylor University-Upland (1)	48.1	40.0	35.3	29.3	—	41.1	1.7	111	26	52	2	16.0
Tri-State University (1)	46.7	40.3	35.2	—	—	*40.9	—	56	21	43	—	11.7
Tri-State University-Fort Wayne Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
Tri-State University-South Bend Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
Wabash College (1)	75.0	57.6	43.2	—	—	*61.1	—	79	19	65	—	16.1
BA+												
Associated Mennonite Biblical Seminary (1)	44.3	+	+	—	—	*44.3	4.2	10	20	80	—	9.9
Bethel College (1)	46.4	40.8	37.0	—	35.2	*38.5	—	68	38	25	—	11.0
Butler University (1)	61.6	52.6	42.6	31.6	—	49.5	1.6	210	32	60	14	11.8
Christian Theological Seminary (1)	62.1	53.5	40.5	—	—	*54.5	–15	20	25	60	—	16.8
Earlham College (1)	58.6	46.5	38.8	—	—	50.7	2.9	77	42	71	0	14.8
Huntington College (1)	53.5	47.7	38.1	—	—	*46.1	3.7	52	33	50	—	15.1
Indiana Institute of Technology (1)	37.8	45.5	42.4	—	—	*43.0	4.3	25	16	32	—	10.0
Indiana Wesleyan University (1)	50.9	44.1	37.6	32.3	—	*42.0	—	102	40	10	14	12.1
Manchester College (1)	45.9	41.0	34.3	32.0	—	*40.3	0.4	67	39	52	4	9.2
Martin University (1)	—	—	—	—	—	—	—	—	—	—	100	—
Rose-Hulman Institute of Technology (1)	77.6	60.6	55.5	—	—	*65.5	—	110	14	59	9	17.7
Saint Joseph's College (1)	42.4	35.6	33.4	—	—	*36.1	2.8	53	36	58	2	10.2
Saint Mary-of-the-Woods College (1)	44.5	37.0	32.4	—	—	*37.6	—	52	69	56	—	6.5
Saint Meinrad School of Theology (1)	47.2	46.3	35.4	—	—	*43.3	—	21	10	38	—	7.0
University of Evansville (1)	63.8	51.3	40.4	39.3	—	*49.8	9.5	177	31	47	—	12.5
University of Saint Francis (1)	45.5	39.3	35.3	34.4	—	*37.7	1.7	69	61	30	20	7.1
Valparaiso University (1)	68.4	50.0	40.7	35.1	—	50.9	0.2	223	33	60	0	12.5
DOCTORAL												
Anderson University (1)	46.5	40.9	37.7	28.9	—	41.5	2.8	129	38	64	4	9.9
Concordia Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Grace College and Theological Seminary (1)	40.5	34.1	29.2	—	—	*37.0	5.9	38	18	8	—	8.3
Oakland City University (1)	+	34.2	31.4	—	28.5	*32.1	0.4	29	38	7	3	5.8
University of Indianapolis (1)	62.5	50.8	44.4	38.7	—	*48.7	—	120	50	41	22	10.8
University of Notre Dame (1)	100.8	68.0	55.4	72.7	—	79.7	2.5	726	19	74	—	20.0
IOWA												
Public												
AA												
Des Moines Community College (1)	—	—	—	—	41.0	41.0	−1.3	167	57	0	38	10.6
Eastern Iowa Community College District (1)	—	—	—	—	38.6	38.6	2.0	114	50	—	27	9.9
Hawkeye Community College (1)	—	—	—	—	37.9	37.9	5.7	98	44	—	18	11.3
Indian Hills Community College (1)	—	—	—	—	37.3	37.3	0.9	71	61	—	43	8.7
Indian Hills Community College-Centerville Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
Iowa Central Community College (1)	43.9	43.0	43.0	38.8	—	*40.5	—	54	37	—	25	9.5
Iowa Lakes Community College (1)	43.0	40.1	32.3	28.9	—	*38.0	4.3	32	53	—	57	11.3
Iowa Valley Community College District (1)	40.8	38.9	32.5	28.8	—	37.1	—	76	46	—	—	11.3
Iowa Western Community College (1)	44.5	38.2	32.6	30.0	—	35.1	−0.5	81	47	—	24	9.5
Kirkwood Community College (3)	—	—	—	—	—	38.9	—	104	—	—	—	—
North Iowa Area Community College (1)	—	—	—	—	40.5	40.5	0.4	70	40	77	29	10.4
Northeast Iowa Community College-Calmar (1)	—	—	—	—	39.7	39.7	2.8	77	61	100	32	11.5
Northwest Iowa Community College (1)	—	—	—	—	31.9	31.9	1.4	17	47	—	56	9.2
Southeastern Community College (1)	—	—	—	—	49.9	49.9	3.1	57	28	0	22	6.7
Southwestern Community College (1)	—	—	—	—	33.8	33.8	6.6	28	54	—	39	10.2
Western Iowa Tech Community College (1)	—	—	—	—	35.4	35.4	6.7	64	52	—	26	9.5
DOCTORAL												
Iowa State University (1)	82.6	62.1	49.6	35.8	—	64.5	3.0	893	28	67	33	15.7
University of Iowa (1)	87.6	59.0	50.5	42.2	—	69.7	—	920	32	75	19	24.9
University of Northern Iowa (1)	70.0	53.7	44.8	34.3	—	51.8	0.6	640	40	71	1	15.1
Private												
AA												
American Institute of Business (1)	—	—	—	—	+	+	—	3	67	—	87	5.8
Saint Lukes College of Nursing and Health Sciences (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA												
Briar Cliff College (1)	40.9	35.8	32.6	—	—	*36.8	—	55	42	65	—	8.2
Central College (1)	51.7	44.3	37.6	34.4	—	43.4	—	83	31	65	—	10.6
Cornell College (1)	61.6	47.1	40.1	—	—	*52.9	3.5	70	30	79	—	11.5
Divine Word College (1)	+	+	34.2	27.5	—	*32.7	7.8	20	45	20	—	10.9
Grand View College (3)	—	—	—	—	—	39.0	—	74	—	—	—	—
Grinnell College (1)	86.3	63.1	47.0	42.7	—	*64.9	3.3	136	37	63	—	16.3
Iowa Wesleyan College (1)	31.2	30.2	27.3	25.0	—	*28.5	2.7	41	51	44	7	6.7
Luther College (1)	59.4	48.7	39.8	33.5	—	48.6	2.5	173	38	68	—	13.6
Mercy College of Health Sciences (1)	—	32.9	30.9	—	—	31.6	6.3	12	100	—	45	8.7
Mount Mercy College (1)	47.5	42.3	37.9	—	—	*41.6	—	63	57	78	2	9.5
Northwestern College (1)	51.0	44.3	36.8	—	—	41.3	—	65	22	60	—	10.6
Simpson College (1)	58.0	45.0	38.7	36.1	—	45.8	3.3	79	30	57	1	10.5
Vennard College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Waldorf College (1)	42.9	37.5	32.1	—	—	*36.3	−1.8	25	36	48	24	8.0
Wartburg College (1)	54.6	43.3	39.8	32.5	—	*45.8	3.8	80	38	69	—	14.0
William Penn College (1)	40.0	29.3	30.5	27.2	—	30.7	—	33	36	27	—	8.9

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
BA+												
Allen College (1)	—	+	40.4	—	—	*40.4	3.3	14	100	0	18	7.8
Buena Vista University (1)	62.0	46.6	36.9	31.5	—	44.6	1.7	83	31	40	1	11.2
Clarke College (1)	52.3	42.9	38.9	37.8	—	*41.4	—	78	54	31	4	8.8
Coe College (1)	58.1	44.7	39.1	—	—	48.4	3.2	73	33	73	—	16.6
Des Moines University-Osteopathic Medical Center (1)	—	—	—	—	—	—	—	—	—	—	100	—
Dordt College (1)	56.0	44.0	38.1	34.7	—	*46.3	3.5	77	14	52	—	17.6
Faith Baptist Bible College and Theological Sem (1)	34.7	29.9	30.2	—	—	32.1	—	18	17	—	—	9.0
Graceland College (1)	53.5	43.8	37.0	32.8	—	*43.6	2.5	72	33	58	9	8.3
Loras College (1)	49.7	42.1	36.2	—	—	*43.2	3.0	108	29	65	—	9.2
Marycrest International University (1)	+	33.5	33.1	—	—	*33.2	4.6	19	42	47	5	5.4
Morningside College (1)	43.9	39.2	36.1	29.9	—	*39.0	—	72	42	58	—	9.4
Mount St Clare College (1)	42.9	34.2	29.6	—	29.8	*33.4	2.0	25	44	—	4	6.3
Palmer College of Chiropractic (1)	—	—	—	—	—	—	—	—	—	—	100	—
Saint Ambrose University (1)	52.2	41.9	39.8	28.4	—	*44.2	—	101	34	49	19	11.9
Upper Iowa University (3)	—	—	—	—	—	—	—	—	—	—	—	—
Wartburg Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
DOCTORAL												
Drake University (1)	69.2	49.0	43.4	39.0	—	*55.5	—	229	32	77	13	13.0
University of Dubuque (1)	41.9	41.5	35.8	—	—	*39.8	9.6	36	42	33	8	8.1
KANSAS												
Public												
AA												
Allen County Community College (1)	—	—	—	—	30.3	30.3	-2.3	29	31	66	3	5.4
Barton County Community College (1)	—	—	—	—	32.8	32.8	3.2	47	55	77	32	6.6
Butler County Community College (1)	—	—	—	—	36.1	36.1	2.4	114	52	—	1	9.1
Cloud County Community College (1)	—	—	—	—	32.2	32.2	-8.9	44	36	70	—	7.1
Coffeyville Community College (1)	—	—	—	—	32.7	32.7	3.4	30	37	87	17	6.6
Colby Community College (1)	—	—	—	—	35.7	35.7	4.7	54	56	83	—	4.9
Cowley County Community College (1)	—	—	—	—	40.7	40.7	14.8	44	48	66	—	9.1
Dodge City Community College (1)	39.5	31.7	30.3	23.5	—	*34.5	0.1	56	46	71	—	6.0
Flint Hills Technical College (3)	—	—	—	—	—	35.5	—	21	—	—	—	—
Fort Scott Community College (1)	—	—	—	—	27.0	27.0	-18	33	52	70	33	3.9
Garden City Community College (1)	—	—	—	—	37.4	37.4	1.7	72	42	76	—	8.2
Highland Community College (1)	—	—	—	—	31.6	31.6	1.9	28	43	68	—	6.9
Hutchinson Community College (1)	—	—	—	—	38.6	38.6	2.2	93	45	75	11	8.7
Independence Community College (1)	—	—	—	—	38.3	38.3	7.8	28	36	82	7	6.0
Johnson County Community College (1)	54.8	45.2	42.0	—	—	49.5	2.1	267	48	—	5	16.7
Kansas City Kansas Community College (1)	—	—	—	—	47.6	47.6	2.4	120	50	88	—	7.7
Labette Community College (1)	—	—	—	—	37.1	37.1	6.5	28	50	86	3	7.2
Manhattan Area Technical College (3)	—	—	—	—	—	37.5	—	10	—	—	—	—
Neosho County Community College (1)	—	—	—	—	31.9	31.9	2.4	37	41	100	14	7.7
North Central Kansas Technical College (1)	—	—	—	—	30.6	30.6	-4.2	47	36	57	—	6.1
Pratt Community College (1)	—	—	—	—	33.2	33.2	2.8	38	47	76	5	5.4
Seward County Community College (1)	—	—	—	—	32.6	32.6	-3.9	33	55	67	20	6.6
Wichita Area Technical College (1)	—	—	—	—	27.0	27.0	-17	103	62	75	24	6.2
BA												
Haskell Indian Nations University (3)	—	—	—	—	—	48.8	—	48	—	—	—	—

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
BA+												
Fort Hays State University (1)	52.0	45.7	38.9	33.6	—	42.6	—	191	37	44	21	9.9
Pittsburg State University (1)	56.6	48.2	39.9	32.9	—	45.4	—	233	33	61	18	11.6
Washburn University of Topeka (1)	69.3	53.2	38.1	34.3	+	*52.5	—	205	40	60	6	11.9
DOCTORAL												
Emporia State University (1)	53.9	46.7	40.6	32.4	—	44.0	4.2	209	36	47	12	10.3
Kansas State University (1)	65.2	48.9	48.5	31.5	—	52.0	4.2	683	31	63	22	12.6
University of Kansas Main Campus (1)	74.4	53.6	46.2	—	—	*61.5	—	928	25	79	2	13.6
University of Kansas Medical Center (1)	—	—	—	—	—	—	—	—	—	—	100	—
Wichita State University (1)	65.5	51.4	45.0	33.9	—	50.8	4.6	412	35	62	10	12.0
Private												
AA												
Donnelly College (1)	—	—	—	—	22.8	22.8	1.1	15	67	100	—	3.8
Hesston College (1)	—	—	—	—	29.4	29.4	3.4	28	46	—	10	6.4
BA												
Baker University College of Arts and Sciences (1)	46.8	39.8	34.4	—	—	40.1	4.4	62	34	55	—	9.2
Barclay College (1)	+	—	25.6	—	—	*25.6	18.8	8	25	—	—	9.0
Bethany College (1)	34.3	28.8	25.0	—	—	*28.6	—	36	25	53	—	6.5
Bethel College (1)	37.9	34.3	30.8	—	—	*34.0	7.6	46	35	41	2	8.1
Central Christian College of Kansas (1)	—	—	—	—	26.3	26.3	1.9	17	24	—	—	7.3
Manhattan Christian College (1)	+	+	30.9	—	—	*30.9	11.0	8	13	—	33	9.2
McPherson College (1)	38.1	34.3	29.2	23.1	—	*31.6	1.2	41	29	46	—	8.4
Ottawa University (1)	+	37.4	34.5	30.3	—	*34.6	-0.7	22	32	50	27	8.8
Sterling College (1)	34.2	30.5	26.3	—	—	*29.7	7.2	31	32	61	—	11.3
Tabor College (1)	34.9	29.1	25.9	22.4	—	27.9	—	32	34	34	—	7.4
BA+												
Benedictine College (1)	41.4	38.4	32.3	31.8	—	*36.2	4.1	54	26	50	—	6.0
Central Baptist Theological Seminary (3)	—	—	—	—	—	35.7	—	8	—	—	—	—
Friends University (1)	48.6	43.9	40.6	—	—	*43.5	4.4	59	46	17	14	10.2
Kansas Wesleyan University (1)	37.4	33.5	29.7	29.3	—	*32.4	—	41	41	34	—	7.2
MidAmerica Nazarene University (1)	44.4	37.2	31.7	—	—	*38.4	5.1	59	41	—	18	10.5
Newman University (1)	42.2	40.1	33.9	34.9	—	*37.7	—	59	61	12	27	7.2
Ottawa University-Kansas City (1)	—	—	—	—	—	—	—	—	—	—	100	—
Saint Mary College (1)	43.5	28.1	28.7	—	—	*31.4	-4.4	37	54	62	—	6.4
Southwestern College (1)	43.5	37.7	31.7	—	—	*37.0	4.4	42	40	57	—	8.0
KENTUCKY												
Public												
AA												
Ashland Community College (1)	58.4	42.3	+	36.5	—	*47.2	5.5	53	53	72	15	11.2
Elizabethtown Community College (1)	55.7	41.1	37.9	31.9	—	41.8	—	66	55	68	14	10.3
Hazard Community College (1)	51.7	40.9	38.1	32.1	—	*38.1	—	67	58	39	21	9.6
Henderson Community College (1)	62.9	37.7	35.2	—	—	*43.7	12.3	43	70	63	10	10.7
Hopkinsville Community College (1)	52.8	45.3	31.5	30.7	—	*41.5	—	40	48	55	29	10.3
Jefferson Community College (1)	51.2	41.3	38.7	35.9	—	42.3	4.9	197	58	60	7	10.4
Lexington Community College (1)	50.4	39.6	33.9	32.0	—	37.9	—	138	63	55	4	9.0
Madisonville Community College (1)	52.6	43.6	37.2	33.2	—	41.3	5.0	51	55	51	11	10.2
Maysville Community College (1)	52.7	41.1	+	32.2	—	*42.6	8.8	32	47	63	22	10.3

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Owensboro Community College (1)	48.9	41.8	38.7	33.2	—	*39.9	5.1	52	46	60	10	10.0
Paducah Community College (1)	53.1	43.9	39.5	33.9	—	*45.1	—	58	59	72	12	9.6
Prestonsburg Community College (1)	49.4	40.0	35.5	33.9	—	*41.9	5.0	59	51	73	11	10.3
Somerset Community College (1)	49.4	43.5	38.6	32.9	—	42.2	7.6	60	47	63	17	10.6
Southeast Community College (1)	54.3	36.6	35.3	33.4	—	37.8	0.6	66	45	52	15	9.6
BA+												
Eastern Kentucky University (1)	65.5	53.8	43.4	31.8	—	*52.4	3.3	552	45	67	7	13.4
Kentucky State University (1)	53.7	44.8	39.9	31.1	—	43.7	-0.5	114	34	56	10	11.9
Morehead State University (1)	59.6	45.6	40.5	27.5	—	44.0	3.8	320	36	53	—	11.7
Murray State University (1)	60.6	49.4	41.3	33.3	—	*46.2	—	322	33	51	13	13.3
Northern Kentucky University (1)	63.7	46.6	41.0	26.9	—	44.3	-1.3	384	47	55	9	10.0
Western Kentucky University (1)	62.7	49.7	41.9	32.5	39.3	49.0	2.7	521	39	59	7	13.0
DOCTORAL												
University of Kentucky (1)	78.6	56.8	47.9	—	—	63.9	5.4	752	25	80	39	13.5
University of Louisville (1)	68.4	51.5	42.5	34.9	—	52.4	—	478	35	61	37	12.4
Private												
AA												
Saint Catharine College (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA												
Alice Lloyd College (1)	37.6	31.3	26.5	21.5	—	25.6	—	43	51	—	—	7.3
Asbury College (1)	48.3	41.3	33.5	—	—	*42.9	—	86	28	70	1	10.1
Berea College (1)	60.1	48.7	40.4	—	—	*50.6	—	122	41	66	—	10.2
Centre College of Kentucky (1)	64.6	48.5	35.5	—	—	*50.0	0.1	89	29	65	—	11.7
Clear Creek Baptist Bible College (1)	+	29.0	+	—	—	*29.0	15.0	7	—	—	13	11.4
Kentucky Christian College (1)	37.8	35.9	36.8	—	—	*37.4	—	29	21	—	—	4.3
Kentucky Wesleyan College (1)	41.3	37.9	31.3	—	—	*36.9	3.5	41	37	59	—	11.3
Mid-Continent College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Midway College (1)	+	35.7	34.2	27.9	—	*33.2	1.9	41	76	37	9	7.2
Pikeville College (1)	44.4	36.0	31.7	25.4	—	34.9	3.1	51	57	0	25	7.1
Transylvania University (1)	64.0	53.5	40.1	—	—	*51.7	2.4	70	34	54	—	12.4
BA+												
Bellarmine College (1)	59.0	48.8	41.2	—	—	48.9	9.6	103	47	57	—	11.6
Brescia University (1)	+	37.0	33.9	—	—	*34.9	5.3	31	45	48	6	8.2
Campbellsville University (1)	41.5	35.2	30.8	24.3	—	*33.7	—	63	38	35	7	8.0
Cumberland College (1)	39.0	35.2	29.8	30.1	—	33.7	0.2	98	39	41	—	8.8
Georgetown College (1)	52.1	40.6	35.6	32.9	—	42.4	—	83	35	64	5	8.8
Lindsey Wilson College (1)	52.0	42.7	35.1	32.3	+	*39.1	—	49	35	—	8	6.6
Thomas More College (1)	41.3	37.0	31.0	—	—	*36.6	—	68	41	63	—	12.1
Union College (1)	35.6	33.4	31.4	—	—	33.8	—	41	41	63	—	7.3
DOCTORAL												
Asbury Theological Seminary (1)	62.8	+	42.9	—	—	*60.5	4.6	41	12	71	—	16.3
Lexington Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisville Presbyterian Theological Seminary (1)	64.5	62.9	52.1	—	—	*59.8	4.4	18	39	44	—	13.7
Southern Baptist Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Spalding University (1)	46.7	37.7	38.3	—	—	39.6	3.3	68	63	46	13	8.7

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LOUISIANA												
Public												
AA												
Bossier Parish Community College (1)	+	37.8	35.2	30.1	—	*33.5	0.7	93	61	59	6	7.5
Charles B Coreil Technical Institute (1)	—	—	—	—	—	—	—	—	—	—	100	—
Delgado Community College (1)	53.6	41.0	36.6	33.0	+	*38.6	5.6	346	61	47	6	3.8
Elaine P Nunez Community College (1)	+	36.6	30.7	26.5	—	*28.6	-6.1	39	59	—	9	5.8
Louisiana State University at Alexandria (1)	43.0	37.2	31.5	29.0	—	*36.5	—	59	53	66	9	7.5
Louisiana State University-Eunice (1)	48.6	39.9	33.8	28.3	—	*35.4	—	60	52	47	12	10.1
Louisiana Tech College-Young Memorial Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Acadian Campus (1)	—	—	—	—	—	—	—	0	—	—	100	—
Louisiana Technical College-Alexandria Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Ascension Campus (3)	—	—	—	—	—	—	—	—	—	—	—	—
Louisiana Technical College-Avoyelles Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Bastrop Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Baton Rouge Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Delta-Ouachita Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Evangeline Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Folkes Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Gulf Area Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Hammond Area Campus (1)	—	—	—	—	—	—	—	0	—	—	100	—
Louisiana Technical College-Huey P Long Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Jefferson Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Jumonville Memorial (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-L E Fletcher Campus (1)	—	—	—	—	—	—	—	0	—	—	100	—
Louisiana Technical College-Lafayette Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Lafourche Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Lafourche Campus Ext C (2)	—	—	—	—	—	—	—	—	—	—	—	—
Louisiana Technical College-Lamar Salter Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Mansfield Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Morgan Smith Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Natchitoches Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-North Central College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Northeast La Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Northwest Louisiana (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Oakdale Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-River Parishes Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Ruston Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Sabine Valley Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Shelby Jackson Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Shreveport-Bossier (3)	—	—	—	—	—	—	—	—	—	—	—	—
Louisiana Technical College-Sidney N Collier (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Slidell Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Sowela Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Sullivian Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-T H Harris Campus (1)	—	—	—	—	—	—	—	0	—	—	100	—
Louisiana Technical College-Tallulah Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Technical College-Teche Area Campus (1)	—	—	—	—	—	—	—	0	—	—	100	—
Louisiana Technical College-West Jefferson Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Southern University at Shreveport (1)	46.3	36.0	32.3	30.1	—	*33.8	0.1	29	62	45	41	7.2

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
BA+												
Louisiana State University-Shreveport (1)	54.6	43.2	41.5	27.5	—	46.0	3.2	133	33	76	3	10.5
McNeese State University (1)	53.9	43.9	36.7	30.7	—	43.6	2.5	268	41	64	4	8.0
Nicholls State University (1)	53.0	43.0	37.7	27.6	—	*39.7	2.8	254	46	51	5	8.5
Southeastern Louisiana University (1)	56.8	46.7	39.8	31.0	—	40.4	2.8	427	49	39	5	7.5
Southern University at New Orleans (1)	53.1	45.8	38.5	28.7	—	41.1	3.7	134	43	49	11	7.5
DOCTORAL												
Grambling State University (1)	53.6	46.2	39.0	30.5	—	41.7	2.9	202	40	56	16	7.8
Louisiana State Univ & Ag & Mech & Hebert Laws Ctr (1)	74.3	53.2	47.4	31.0	—	53.7	3.6	1,082	31	55	29	11.2
Louisiana State University-Health Sciences Center (1)	—	—	—	—	—	—	—	—	—	—	100	—
Louisiana Tech University (1)	57.0	48.4	41.3	27.2	—	45.1	3.4	314	35	51	15	11.1
Northwestern State University of Louisiana (1)	56.5	44.5	37.0	27.5	—	39.8	2.6	243	52	36	23	6.8
Southern University and A & M College (1)	57.4	47.7	39.3	29.9	—	44.8	1.7	441	47	57	5	8.3
University of Louisiana at Lafayette (1)	68.1	51.8	43.3	33.1	—	50.8	5.1	507	36	59	3	9.0
University of Louisiana at Monroe (1)	55.0	45.3	38.6	28.7	—	39.6	6.5	346	51	39	24	8.6
University of New Orleans (1)	64.6	46.1	44.1	27.8	—	50.9	3.3	484	32	67	4	9.5
Private												
AA												
Education America-Remington College (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA												
Louisiana College (1)	44.3	40.0	35.8	28.5	—	*39.9	—	63	49	60	2	11.0
Our Lady of the Lake College (1)	+	59.6	52.4	—	—	*56.5	2.1	25	88	—	38	7.6
BA+												
Centenary College of Louisiana (1)	54.9	45.0	32.1	—	—	*45.5	–3.1	71	32	68	—	10.1
Loyola University New Orleans (1)	70.5	55.0	43.2	30.4	+	*56.3	0.2	246	37	67	—	12.9
Our Lady of Holy Cross College (1)	+	41.4	38.0	—	—	*39.3	–0.4	29	55	—	—	6.7
Xavier University of Louisiana (1)	62.0	45.8	38.3	31.3	—	43.2	4.0	178	43	39	16	6.4
DOCTORAL												
New Orleans Baptist Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Tulane University of Louisiana (1)	81.6	56.7	54.2	—	29.3	*64.8	–2.2	467	27	69	54	9.6
MAINE												
Public												
AA												
Central Maine Technical College (1)	—	—	—	37.5	—	37.5	–4.1	49	35	67	—	14.7
Eastern Maine Technical College (1)	—	—	—	—	37.4	37.4	–9.9	52	25	81	5	14.0
Kennebec Valley Technical College (1)	—	—	—	—	36.1	36.1	0.4	29	66	—	15	12.0
Northern Maine Technical College (1)	—	—	—	—	39.6	39.6	–0.2	44	30	—	2	14.5
Southern Maine Technical College (1)	—	—	—	—	39.1	39.1	–7.2	70	27	—	20	12.5
Washington County Technical College (1)	—	—	—	—	36.5	36.5	–6.0	26	35	81	4	13.2
York County Technical College (1)	—	—	—	—	35.2	35.2	1.8	7	43	29	—	15.0
BA												
University of Maine at Farmington (1)	50.7	41.1	33.8	35.1	—	*42.5	—	101	42	66	2	12.1
University of Maine at Fort Kent (1)	57.9	42.5	35.4	—	—	*41.9	2.8	30	40	50	—	11.3
University of Maine at Machias (1)	48.3	41.7	32.4	—	—	*39.8	—	33	30	73	—	12.1
University of Maine at Presque Isle (1)	46.5	43.5	38.1	32.9	—	*42.2	1.1	45	33	76	2	11.9
BA+												
Maine Maritime Academy (1)	54.6	45.0	38.3	—	—	*45.4	2.8	53	19	—	—	13.7
University of Maine at Augusta (1)	49.7	42.2	34.0	32.6	—	*43.0	1.0	101	44	80	—	12.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
University of Southern Maine (1)	65.3	50.7	41.1	36.3	—	51.8	-0.2	290	37	73	1	13.8
DOCTORAL												
University of Maine (1)	62.6	51.7	44.2	37.8	—	52.1	-2.0	352	31	69	2	14.0
Private												
AA												
Central Maine Medical Center School of Nursing (1)	—	—	—	—	34.1	*34.1	3.6	9	78	—	0	7.9
New England School of Communications (1)	—	—	—	—	—	—	—	0	—	—	100	—
BA												
Bates College (1)	80.6	57.9	45.3	—	—	*63.0	1.9	135	41	67	—	16.2
Bowdoin College (1)	89.7	64.7	48.7	43.6	—	*66.1	—	146	37	58	—	17.0
Colby College (1)	91.2	61.5	47.6	—	—	68.1	4.3	147	37	66	—	15.4
Unity College (1)	47.5	39.3	33.4	—	—	38.3	—	34	29	—	—	11.1
BA+												
College of the Atlantic (3)	—	—	—	—	—	49.8	—	19	—	—	—	—
Husson College (1)	47.0	40.9	38.4	—	—	*42.2	—	37	49	35	18	6.6
Maine College of Art (1)	32.0	27.4	26.0	—	—	*27.5	-6.2	29	41	—	—	7.2
Saint Joseph's College (1)	49.6	45.2	37.4	—	—	*40.2	—	50	64	56	4	8.8
Thomas College (1)	—	—	—	—	—	—	—	—	—	—	100	—
University of New England-University Campus (1)	52.6	43.4	36.6	26.8	—	*41.1	—	92	55	33	30	9.4
DOCTORAL												
Bangor Theological Seminary-Bangor (1)	+	+	+	—	—	+	2.0	8	38	13	—	10.2
Bangor Theological Seminary-Portland (2)	—	—	—	—	—	—	—	—	—	—	—	—
MARYLAND												
Public												
AA												
Allegany College of Maryland (1)	49.3	43.4	34.8	26.8	—	*42.5	6.6	72	51	78	21	11.9
Anne Arundel Community College (1)	65.4	52.0	41.1	37.4	—	53.1	6.1	184	47	60	7	11.3
Baltimore City Community College (1)	57.8	45.7	40.1	—	—	*45.2	4.6	122	54	—	—	13.9
Carroll Community College (1)	55.2	42.5	36.7	—	—	*42.0	2.1	35	63	0	10	13.0
Catonsville Community College (3)	—	—	—	—	—	45.3	—	154	—	—	—	—
Cecil Community College (1)	56.2	48.6	37.1	—	—	*51.0	4.3	32	56	44	11	11.8
Charles County Community College (1)	58.5	48.7	42.7	—	—	*53.7	—	84	50	73	3	14.3
Chesapeake College (1)	54.0	48.7	41.6	—	—	*46.5	4.7	43	51	21	7	13.1
Community College of Baltimore County-Dundalk (1)	56.3	41.0	39.7	—	—	*43.7	—	45	49	76	2	10.8
Community College of Baltimore County-Essex (1)	57.7	46.4	37.2	30.6	—	46.0	-2.0	132	48	70	4	10.6
Frederick Community College (1)	54.8	46.7	41.2	—	—	*46.6	—	71	55	—	5	11.7
Garrett Community College (1)	45.9	39.3	+	—	—	*43.0	—	19	42	47	—	14.5
Hagerstown Community College (1)	52.9	41.5	35.5	30.6	—	44.6	0.7	53	60	66	10	12.3
Harford Community College (1)	59.4	53.7	46.8	36.1	—	51.4	—	63	52	68	17	15.1
Howard Community College (1)	59.8	49.3	42.9	35.1	—	*50.5	2.3	78	65	—	14	12.1
Montgomery College of Germantown (3)	—	—	—	—	—	55.6	—	63	—	—	—	—
Montgomery College of Rockville (1)	62.1	52.1	42.2	38.5	—	55.8	0.5	262	47	30	0	11.7
Montgomery College of Takoma Park (3)	—	—	—	—	—	57.3	—	82	—	—	—	—
Prince Georges Community College (1)	60.9	46.4	38.7	36.6	—	*51.7	—	221	54	54	—	8.7
Wor-Wic Community College (1)	61.3	49.3	42.6	35.8	—	*44.5	—	38	55	—	10	10.9
BA												
St Mary's College of Maryland (1)	72.4	55.5	41.1	38.4	—	54.4	2.7	116	42	58	—	13.5
United States Naval Academy (1)	80.0	62.6	53.3	—	—	*68.8	—	267	25	79	4	12.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
BA+												
Bowie State University (1)	66.0	50.7	45.6	37.7	—	48.2	3.0	154	45	44	1	11.9
Coppin State College (1)	65.6	51.8	45.7	33.8	—	48.6	5.7	109	51	53	4	14.4
Frostburg State University (1)	62.7	52.6	43.1	33.4	—	50.5	2.8	236	36	65	—	12.6
Salisbury State University (1)	65.3	51.3	45.5	34.7	—	*50.0	6.0	261	37	60	—	13.3
Towson University (1)	64.0	53.4	43.6	34.3	—	50.5	–0.4	483	41	59	7	13.2
University of Baltimore (1)	88.9	64.3	54.4	—	—	71.4	0.0	147	35	76	6	16.8
University of Maryland-University College (1)	—	—	—	—	—	—	—	—	—	—	100	—
DOCTORAL												
Morgan State University (3)	—	—	—	—	—	54.1	—	156	—	—	—	—
University of Maryland-Baltimore (1)	99.6	82.5	61.3	29.3	—	*87.5	—	55	35	80	85	18.2
University of Maryland-Baltimore County (1)	76.2	56.1	48.4	36.4	—	55.4	4.7	331	34	52	19	12.1
University of Maryland-College Park (1)	85.9	63.1	57.8	36.9	36.8	66.7	—	1,034	34	65	26	14.6
University of Maryland-Eastern Shore (1)	62.9	53.6	43.9	37.7	—	45.1	—	104	40	27	20	11.4
Private												
AA												
Maryland College of Art and Design (1)	—	+	32.5	—	—	*32.5	—	6	33	—	—	3.2
BA												
Baltimore International College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Columbia Union College (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA+												
Capitol College (1)	49.1	+	37.4	—	—	*43.8	—	16	19	—	16	8.7
College of Notre Dame of Maryland (1)	52.8	42.9	34.5	—	—	*43.4	—	77	69	34	5	9.7
Goucher College (1)	70.9	54.2	42.5	47.1	—	56.4	—	78	60	68	—	13.8
Hood College (1)	58.6	47.5	39.4	—	—	*48.2	2.4	73	59	63	—	11.5
Maryland Institute College of Art (1)	—	—	—	—	51.7	51.7	21.5	87	43	—	—	10.6
Mount Saint Mary's College (1)	54.7	42.3	34.8	35.4	—	*42.5	—	97	28	63	—	11.0
St John's College (1)	—	—	—	—	52.0	52.0	1.5	56	16	64	—	18.7
Villa Julie College (1)	54.3	45.6	40.6	37.3	—	42.8	4.8	71	63	—	1	9.7
Washington Bible College-Capital Bible Seminary (1)	+	28.9	25.2	—	—	*26.8	13.9	17	29	—	—	9.9
Washington College (1)	60.4	50.8	41.2	—	—	*51.6	6.4	72	29	60	—	14.1
Western Maryland College (1)	62.8	50.8	41.0	—	—	*52.8	—	84	36	67	—	14.4
DOCTORAL												
Baltimore Hebrew University (1)	—	—	—	—	—	—	—	—	—	—	100	—
Johns Hopkins University (1)	88.1	67.0	54.8	43.5	70.3	*74.4	—	559	32	46	44	17.8
Loyola College (1)	75.9	58.7	43.4	32.6	—	*57.9	—	235	37	68	—	16.3
Ner Israel Rabbinical College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Peabody Institute of Johns Hopkins University (2)	—	—	—	—	—	—	—	—	—	—	—	—
MASSACHUSETTS												
Public												
AA												
Berkshire Community College (1)	45.3	+	32.9	—	—	*43.5	0.9	68	62	74	—	10.9
Bristol Community College (1)	45.3	35.8	35.0	35.1	—	40.6	0.5	108	56	64	—	4.7
Bunker Hill Community College (1)	43.8	37.2	36.5	38.9	—	*42.2	2.8	119	58	78	—	10.1
Cape Cod Community College (1)	47.4	40.5	36.0	35.0	—	*44.7	–0.8	80	55	75	—	—
Essex Agricultural Technical Institute (3)	—	—	—	—	—	45.0	—	64	—	—	—	—
Greenfield Community College (1)	43.5	34.4	+	36.2	—	*41.1	0.6	62	52	77	—	9.9
Holyoke Community College (1)	44.0	33.0	34.6	34.6	—	40.3	1.5	121	50	72	—	10.3

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Massachusetts Bay Community College (1)	48.8	43.1	38.6	45.5	—	*44.6	—	92	54	58	19	9.6
Massasoit Community College-Brockton (1)	45.9	37.8	32.4	29.3	—	*42.4	1.1	152	49	81	—	7.0
Massasoit Community College-Canton (2)	—	—	—	—	—	—	—	—	—	—	—	—
Middlesex Community College (1)	43.2	36.0	37.3	35.4	—	*42.0	-2.5	125	61	81	—	0.4
Mount Wachusett Community College (1)	44.2	32.7	36.1	33.4	—	41.2	2.3	74	50	76	—	5.7
North Shore Community College (1)	45.9	37.8	35.9	38.8	—	*42.5	—	142	58	57	—	0.0
Northern Essex Community College (1)	45.4	36.9	36.7	35.0	—	*43.3	1.5	105	51	83	—	8.0
Quincy College (1)	—	—	—	—	45.6	45.6	20.9	38	68	87	—	4.4
Quinsigamond Community College (1)	47.6	44.4	40.8	—	—	*46.1	-0.9	100	52	74	—	12.0
Roxbury Community College (1)	46.9	38.6	+	—	—	*44.1	-2.7	65	43	80	—	—
Springfield Technical Community College (1)	46.5	39.6	37.9	35.1	—	42.6	-1.2	180	54	67	—	10.5
BA												
Franklin Institute of Boston (1)	42.2	+	33.0	25.6	—	*33.0	6.6	27	19	—	—	8.0
Massachusetts Maritime Academy (1)	60.5	52.2	44.2	—	—	*54.0	—	59	8	75	—	16.4
BA+												
Bridgewater State College (1)	57.0	50.2	40.7	32.3	—	*50.1	3.4	249	41	64	—	12.9
Fitchburg State College (1)	57.0	48.4	39.4	35.3	—	48.7	1.0	200	44	75	—	5.6
Framingham State College (1)	57.1	46.6	39.6	30.7	—	47.6	0.4	164	45	71	—	9.6
Massachusetts College of Art (1)	54.4	45.2	40.0	—	—	48.6	2.1	72	51	67	—	—
Massachusetts College of Liberal Arts (1)	55.3	46.7	37.7	—	—	49.3	2.1	84	31	85	—	—
Salem State College (1)	54.8	45.9	39.8	29.9	—	46.4	-3.0	320	48	68	—	10.5
Westfield State College (1)	56.8	48.3	39.2	—	—	49.2	3.3	168	36	73	—	12.8
Worcester State College (1)	59.6	50.0	40.8	41.1	—	*50.1	2.8	168	45	64	3	—
DOCTORAL												
University of Massachusetts-Amherst (1)	82.2	63.7	51.7	42.9	—	*70.0	—	1,098	28	76	5	16.3
University of Massachusetts-Boston (1)	78.4	64.0	51.7	44.6	—	*65.0	—	450	40	72	1	15.5
University of Massachusetts-Dartmouth (1)	72.3	60.8	52.6	46.4	—	63.9	1.7	340	32	69	—	17.2
University of Massachusetts-Lowell (1)	78.9	65.4	52.4	—	—	*71.7	—	411	29	84	0	12.1
Private												
AA												
Aquinas College-Milton Campus (1)	—	—	—	—	+	+	—	2	100	—	—	—
Aquinas College-Newton Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
Bay State College (1)	—	—	—	—	38.3	38.3	1.4	19	58	—	—	5.7
Dean College (1)	+	42.1	35.9	—	—	*38.3	9.8	21	48	24	—	10.8
Fisher College (1)	—	—	—	—	44.3	44.3	1.7	17	71	—	—	8.2
Laboure College (1)	+	+	34.5	—	—	*34.5	-9.2	20	80	—	13	7.6
Lawrence Memorial Hospital School of Nursing (1)	—	—	—	—	—	—	—	—	—	—	100	—
Marian Court College (1)	—	—	—	—	+	+	—	2	100	—	33	—
Urban College of Boston (1)	—	—	—	—	38.7	38.7	—	3	100	—	—	14.3
BA												
Amherst College (1)	92.8	64.7	52.8	—	—	79.9	5.5	146	33	81	—	20.9
Art Institute of Boston at Lesley (1)	48.0	43.7	+	—	—	*45.5	27.7	22	32	—	—	10.7
Baptist Bible College East (1)	—	—	—	—	—	—	—	—	—	—	100	—
Bay Path College (1)	48.9	44.6	46.5	—	—	*45.9	—	27	78	—	—	9.8
Becker College-Leicester (3)	—	—	—	—	—	42.2	—	18	—	—	—	—
Becker College-Worcester (1)	49.5	42.2	36.2	—	—	*45.5	—	43	65	—	—	11.6
Berklee College of Music (1)	59.9	50.5	45.6	—	—	52.3	—	160	12	—	—	10.1
Bradford College (1)	47.3	40.6	32.9	—	—	41.3	—	33	42	—	—	12.1
College of the Holy Cross (1)	81.4	60.7	47.1	—	—	*63.1	—	195	34	72	—	15.4

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Forsyth School for Dental Hygienists (1)	—	—	—	—	—	—	—	—	—	—	100	—
Hampshire College (1)	64.7	54.5	41.1	—	—	*54.9	5.4	93	44	—	—	10.5
Lasell College (1)	+	43.6	41.4	—	+	*41.9	10.5	35	69	3	0	6.5
Montserrat College of Art (1)	+	38.9	35.6	—	—	*37.7	10.0	19	53	—	—	9.7
Mount Ida College (1)	45.7	37.1	33.3	—	—	*40.1	—	69	54	59	—	10.8
Newbury College-Brookline (3)	—	—	—	—	—	—	—	—	—	—	—	—
Pine Manor College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Radcliffe College (2)	—	—	—	—	—	—	—	—	—	—	—	—
Simon's Rock College of Bard (1)	—	—	—	—	49.3	49.3	5.4	35	29	—	—	12.2
Wellesley College (1)	95.4	68.2	53.9	41.0	—	*78.2	—	209	56	74	—	22.8
Wentworth Institute of Technology (1)	55.2	48.3	46.2	—	—	49.2	5.5	109	17	—	—	11.2
Wheaton College (1)	78.9	54.8	45.9	43.4	—	*60.8	5.7	96	50	55	—	14.3
BA+												
Anna Maria College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Assumption College (1)	61.7	51.4	41.4	35.8	—	48.6	—	111	35	66	—	13.1
Atlantic Union College (1)	+	+	+	—	—	+	—	5	20	40	88	4.0
Babson College (1)	102.7	78.1	68.0	67.9	—	*79.2	—	156	31	54	—	19.2
Bentley College (1)	86.8	75.2	61.6	50.7	—	71.9	4.4	218	32	59	—	15.9
Cambridge College (1)	—	—	—	—	—	—	—	—	—	—	100	—
College of Our Lady of the Elms (1)	48.7	37.7	32.7	—	—	*38.8	—	46	67	63	—	8.3
Conway School of Landscape Design (1)	—	—	—	—	+	+	—	2	50	—	—	—
Curry College (1)	56.4	45.1	38.0	—	—	*49.2	—	77	61	—	—	14.5
Eastern Nazarene College (1)	46.0	42.1	33.4	31.4	—	*40.4	—	58	31	43	—	13.8
Emmanuel College (1)	55.4	52.9	39.2	—	—	*49.8	3.2	47	70	47	—	11.2
Endicott College (1)	47.1	44.9	40.8	—	—	*44.0	6.2	52	60	0	—	11.8
Gordon College (1)	57.5	48.1	41.7	37.3	—	*50.0	2.3	83	35	53	—	14.7
Hebrew College (1)	+	+	—	—	—	+	6.2	4	25	75	—	7.6
Hellenic College-Holy Cross Grk Orth Sch of Theol (1)	58.7	53.7	+	—	—	*57.4	2.5	17	12	35	—	14.0
Merrimack College (1)	—	—	—	—	—	—	—	—	—	—	100	—
MGH Institute of Health Professions (1)	+	64.0	50.6	—	—	*56.5	3.4	20	95	—	43	14.0
Mount Holyoke College (1)	84.6	60.7	49.3	54.1	—	69.0	3.8	192	48	69	0	16.6
Nichols College (1)	+	45.5	—	—	—	*45.5	1.9	11	18	100	63	12.7
Regis College (1)	58.0	47.2	39.1	32.0	—	*46.3	—	66	77	58	—	11.7
School of the Museum of Fine Arts (1)	—	—	—	—	—	—	—	—	—	—	100	—
Stonehill College (1)	59.9	50.1	39.8	—	—	49.9	—	123	33	67	—	13.7
The Boston Conservatory (1)	—	—	—	—	28.9	28.9	1.4	38	63	—	10	9.6
Western New England College (1)	80.0	56.7	51.9	37.9	—	63.4	4.9	139	28	63	—	16.9
Wheelock College (1)	66.4	52.3	43.0	39.3	—	*49.4	12.7	58	84	47	—	11.4
Williams College (1)	93.7	65.1	53.0	68.6	—	73.8	5.9	219	36	64	—	19.6
DOCTORAL												
American International College (1)	53.4	43.7	38.0	30.7	—	*40.3	2.1	83	54	37	—	9.4
Andover Newton Theological School (1)	63.3	46.6	+	—	—	*57.7	-0.6	14	29	79	—	19.5
Boston College (1)	100.5	70.0	61.0	50.4	—	77.0	1.7	663	35	68	—	18.1
Boston University (1)	94.6	61.7	49.0	32.7	—	68.9	4.8	1,087	30	52	8	13.2
Brandeis University (1)	80.2	57.9	50.1	41.9	—	*64.8	2.2	316	33	62	—	15.7
Clark University (1)	75.5	56.1	49.4	—	—	64.1	4.7	150	33	83	—	15.8
Emerson College (1)	89.4	63.8	50.8	38.3	—	*57.1	—	104	41	44	5	14.1
Episcopal Divinity School (1)	—	—	—	—	—	—	—	—	—	—	100	—
Gordon-Conwell Theological Seminary (1)	64.3	56.8	52.0	—	—	*60.9	6.2	31	10	68	—	9.1
Harvard University (1)	130.0	71.7	66.3	65.2	—	102.2	3.1	1,272	24	56	—	22.4

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Lesley College (1)	59.1	52.1	42.3	—	—	*50.9	2.8	62	68	6	45	12.4
Massachusetts College of Pharmacy & Health Science (1)	73.8	55.5	47.6	—	—	*55.2	—	36	33	0	65	14.4
Massachusetts Institute of Technology (1)	112.1	75.0	66.5	41.0	—	*93.2	4.8	848	18	67	11	23.7
New England Conservatory of Music (1)	—	—	—	—	—	—	—	—	—	—	100	—
Northeastern University (1)	83.7	61.7	55.5	28.2	46.2	63.9	1.6	623	32	62	16	19.4
Simmons College (1)	66.5	54.1	45.3	43.4	—	54.4	—	163	71	49	—	12.6
Smith College (1)	89.8	63.6	49.2	41.9	—	73.2	—	264	46	74	—	20.9
Springfield College (1)	66.0	50.7	40.9	34.2	—	49.4	-1.4	158	48	58	21	11.5
Suffolk University (1)	85.5	62.4	48.8	34.7	—	67.1	1.6	264	36	53	—	14.7
Tufts University (1)	89.9	65.8	49.2	42.6	—	*67.8	1.6	403	38	62	24	18.6
Weston Jesuit School of Theology (1)	—	—	—	—	—	—	—	—	—	—	100	—
Worcester Polytechnic Institute (1)	81.0	82.2	58.5	48.6	+	*74.5	—	207	15	67	6	13.2
MICHIGAN												
Public												
AA												
Alpena Community College (1)	—	—	—	—	52.6	52.6	3.2	44	32	0	0	19.4
Bay De Noc Community College (1)	—	—	—	—	52.1	52.1	2.6	42	40	88	0	16.6
Bay Mills Community College (3)	—	—	—	—	—	—	—	—	—	—	—	—
Delta College (1)	—	—	—	—	—	—	—	0	—	—	100	—
Glen Oaks Community College (1)	—	—	—	—	—	—	—	0	—	—	100	—
Gogebic Community College (1)	51.2	40.0	—	—	—	*49.6	—	28	32	0	10	16.9
Grand Rapids Community College (1)	—	—	—	—	56.9	56.9	-7.3	207	43	84	13	16.0
Henry Ford Community College (3)	—	—	—	—	—	73.4	—	178	—	—	—	—
Jackson Community College (1)	68.1	61.4	56.1	51.8	—	*62.2	—	89	47	100	0	19.4
Kalamazoo Valley Community College (1)	—	—	—	—	57.0	57.0	4.4	107	37	86	0	15.9
Kellogg Community College (1)	—	—	—	—	57.8	57.8	1.8	79	59	82	8	18.5
Kirtland Community College (1)	—	—	—	—	—	—	—	0	—	—	100	—
Lake Michigan College (1)	—	—	—	—	51.4	51.4	3.4	57	40	0	0	17.3
Lansing Community College (1)	—	—	—	—	—	+	—	3	67	0	99	10.9
Macomb Community College (1)	—	—	—	—	61.9	61.9	2.5	219	32	91	0	20.1
Mid Michigan Community College (1)	47.8	—	—	—	—	47.8	1.1	32	50	81	0	15.3
Monroe County Community College (1)	68.3	62.0	57.9	45.9	—	58.6	0.8	57	35	82	0	20.0
Montcalm Community College (1)	—	—	—	—	50.0	50.0	0.4	25	48	68	0	41.1
Mott Community College (1)	—	—	—	—	56.4	56.4	2.1	150	52	0	0	19.7
Muskegon Community College (1)	—	—	—	—	57.1	57.1	0.4	96	39	81	0	19.1
North Central Michigan College (1)	55.9	—	—	44.1	—	52.8	—	31	39	0	0	18.7
Northwestern Michigan College (1)	—	—	—	—	54.4	54.4	1.3	93	35	0	1	37.6
Oakland Community College-Bloomfield Hills Campus (1)	—	—	—	—	67.7	67.7	3.6	282	45	100	0	23.3
Schoolcraft College (1)	—	—	—	—	64.5	64.5	2.3	99	43	0	1	23.4
Southwestern Michigan College (1)	—	—	—	—	42.1	42.1	5.7	47	43	0	0	12.1
St Clair County Community College (1)	—	—	—	—	57.2	57.2	2.9	69	38	88	0	18.4
Washtenaw Community College (1)	—	—	—	—	60.7	60.7	2.9	148	47	0	0	6.3
Wayne County Community College District (1)	—	—	—	—	54.6	54.6	-1.4	113	55	96	0	20.1
West Shore Community College (1)	52.4	45.3	—	—	—	50.6	—	28	43	75	0	18.8
BA+												
Ferris State University (1)	57.8	52.1	44.8	40.9	42.3	51.3	1.0	374	26	68	11	22.2
Grand Valley State University (1)	69.3	56.3	43.8	38.3	—	*54.1	3.5	467	41	55	2	16.3
Lake Superior State University (1)	61.0	53.1	41.5	—	—	*50.7	—	115	31	69	0	16.0
Northern Michigan University (1)	68.7	53.2	40.9	37.5	44.6	55.4	3.0	310	35	65	3	19.9

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Saginaw Valley State University (1)	59.3	47.6	41.3	31.7	—	*50.7	2.2	211	34	66	—	16.4
University of Michigan-Dearborn (1)	66.7	55.4	50.2	35.3	—	53.7	1.4	222	32	57	7	14.2
University of Michigan-Flint (1)	65.2	54.3	42.6	33.9	—	*49.3	—	189	41	49	6	14.5
DOCTORAL												
Central Michigan University (1)	71.3	56.1	44.7	32.4	—	55.9	-0.1	604	34	64	3	15.4
Eastern Michigan University (1)	65.5	50.7	43.2	27.1	—	52.0	1.0	767	42	69	0	12.8
Michigan State University (1)	81.0	61.0	50.9	37.0	—	68.4	2.4	1,224	30	76	33	19.6
Michigan Technological University (1)	76.3	56.6	51.2	42.2	—	*60.6	4.2	347	21	72	5	22.3
Oakland University (1)	73.2	58.6	48.7	50.8	—	61.1	1.4	391	33	77	0	20.7
University of Michigan-Ann Arbor (1)	100.5	70.9	57.7	36.6	—	*75.2	—	1,874	33	58	11	18.4
Wayne State University (1)	82.5	62.0	49.9	40.5	—	61.6	—	737	36	57	18	14.8
Western Michigan University (1)	75.1	58.6	47.7	34.7	42.2	58.5	5.1	730	33	61	9	22.1
Private												
AA												
Great Lakes College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Lewis College of Business (3)	—	—	—	—	—	20.5	—	11	—	—	—	—
BA												
Adrian College (1)	53.6	44.3	38.5	—	—	*46.6	5.4	65	35	66	—	14.2
Albion College (1)	62.1	49.3	42.0	33.0	—	51.1	4.7	107	33	63	—	13.3
Alma College (1)	64.2	51.3	40.6	34.9	—	*53.2	2.6	84	27	69	—	12.9
Baker College of Auburn Hills (1)	—	—	—	—	38.3	*38.3	—	4	75	—	50	13.7
Baker College of Cadillac (1)	—	—	—	—	—	—	—	—	—	—	100	—
Baker College of Flint (1)	+	+	48.0	—	—	*48.0	3.1	30	53	—	9	16.1
Baker College of Jackson (1)	—	—	—	—	—	—	—	—	—	—	100	—
Baker College of Mount Clemens (1)	—	—	—	—	+	+	—	1	100	—	83	—
Baker College of Muskegon (1)	—	—	—	—	—	—	—	—	—	—	100	—
Baker College of Owosso (1)	+	+	+	—	—	+	-2.7	5	40	—	—	14.8
Baker College of Port Huron (1)	—	—	—	—	+	+	—	2	100	—	80	—
Center for Creative Studies College of Art and Des (1)	49.6	42.3	36.9	—	—	*46.7	4.2	45	24	—	—	10.7
Cleary College-Ypsilanti (1)	—	—	—	—	—	—	—	—	—	—	100	—
Cleary College-Howell (2)	—	—	—	—	—	—	—	—	—	—	—	—
Concordia College (1)	42.5	36.0	32.3	—	—	*36.2	16.5	29	24	31	—	11.9
Cornerstone College (3)	—	—	—	—	—	35.7	—	48	—	—	—	—
Davenport College of Business-Holland (2)	—	—	—	—	—	—	—	—	—	—	—	—
Davenport College-Kalamazoo (1)	—	—	—	—	28.9	*28.9	—	6	67	—	60	9.3
Davenport College-Lansing (1)	—	—	—	—	28.9	*28.9	—	7	71	—	53	7.3
David Wolcott Kendall Memorial School (1)	48.0	40.3	33.0	—	—	*41.4	-5.1	32	38	—	—	10.8
Detroit College of Business-Flint (1)	—	—	—	—	+	+	10.1	3	33	—	—	12.4
Grace Bible College (1)	+	—	35.1	—	—	*35.1	—	8	25	13	—	7.5
Great Lakes Christian College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Hope College (1)	61.7	47.6	39.4	—	—	*50.7	—	200	37	63	0	14.3
Kalamazoo College (1)	62.8	49.1	41.1	31.8	—	48.9	—	90	36	52	—	13.3
Michigan Jewish Institute (1)	+	—	—	—	—	+	—	1	—	—	50	—
Reformed Bible College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Rochester College (1)	+	—	24.8	—	—	*24.8	0.7	6	67	17	81	7.0
Saint Mary's College (1)	+	31.0	+	—	—	*31.0	8.4	10	40	—	29	3.8
Suomi College (1)	+	36.5	30.4	25.6	—	*32.8	—	23	65	52	26	8.9
William Tyndale College (1)	41.0	+	+	—	—	*41.0	23.9	8	38	—	—	8.3

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BA+												
Aquinas College (3)	—	—	—	—	—	41.6	—	84	—	—	—	—
Baker College Center for Graduate Studies (1)	—	—	—	—	—	—	—	—	—	—	100	—
Calvin College (1)	54.7	47.7	41.0	36.8	—	49.1	0.0	273	32	49	—	15.8
Center for Humanistic Studies (1)	—	—	—	—	—	—	—	—	—	—	100	—
Cranbrook Academy of Art (1)	—	—	—	—	—	—	—	—	—	—	100	—
Davenport College (1)	63.6	56.9	52.7	37.2	—	50.8	—	39	36	—	—	17.9
Detroit College of Business-Dearborn (3)	—	—	—	—	—	42.6	—	27	—	—	—	—
Detroit College of Business-Warren (3)	—	—	—	—	—	35.5	—	13	—	—	—	—
Kettering University (1)	65.1	54.8	51.1	49.7	—	*55.9	1.2	105	22	64	24	14.1
Lawrence Technological University (1)	73.9	57.2	35.5	42.9	—	*55.7	1.3	88	20	75	12	11.2
Madonna University (1)	58.0	48.5	41.9	37.4	—	*47.3	—	96	64	3	1	10.5
Marygrove College (3)	—	—	—	—	—	41.4	—	51	—	—	—	—
Northwood University (1)	47.3	44.6	44.3	41.9	—	*44.9	3.8	41	32	—	—	6.3
Olivet College (1)	44.8	41.1	36.6	—	—	*38.7	—	38	34	32	5	8.1
Sacred Heart Major Seminary (1)	—	32.1	29.4	—	—	*30.9	11.2	13	31	—	—	11.3
Siena Heights University (1)	50.5	43.2	37.7	—	—	*42.7	—	57	51	—	2	11.0
Spring Arbor College (1)	43.7	38.0	32.9	30.1	—	*37.1	—	71	46	55	7	6.7
Walsh College of Accountancy and Business Admin (1)	+	60.8	+	—	—	*60.8	3.4	16	38	—	—	14.3
DOCTORAL												
Andrews University (1)	42.2	36.7	32.6	31.5	—	*35.3	7.8	29	41	24	88	13.5
Calvin Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Grand Rapids Baptist Seminary (1)	44.7	38.8	+	—	—	*41.0	—	10	—	60	—	13.5
Michigan Theological Seminary (3)	—	—	—	—	—	—	—	—	—	—	—	—
University of Detroit Mercy (1)	66.0	53.2	38.0	33.6	—	51.0	—	210	39	64	22	10.5
Western Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Yeshiva Gedolah Rabbinical College (3)	—	—	—	—	—	17.9	—	4	—	—	—	—
MINNESOTA												
Public												
AA												
Alexandria Technical College (1)	—	—	—	—	44.8	44.8	-1.2	80	31	—	—	12.0
Anoka-Hennepin Technical College (1)	—	—	—	—	44.4	44.4	-0.9	68	43	—	—	9.9
Anoka-Ramsey Community College (1)	—	—	—	—	52.1	52.1	-0.6	79	52	—	—	13.3
Cambridge Community College-Campus of Anoka-Ramsey (2)	—	—	—	—	—	—	—	—	—	—	—	—
Central Lakes College-Brainerd (1)	—	—	—	—	44.8	44.8	-0.8	97	35	—	—	12.0
Central Lakes College-Staples Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
Century Community and Technical College (1)	—	—	—	—	47.9	47.9	-2.2	131	44	—	—	11.4
Dakota County Technical College (1)	—	—	—	—	44.8	44.8	0.3	78	42	—	—	10.6
Fergus Falls Community College (1)	—	—	—	—	46.8	46.8	-2.2	30	57	—	—	13.2
Fond Du Lac Tribal and Community College (1)	—	—	—	—	47.5	47.5	2.5	13	38	—	—	12.2
Hennepin Technical College (1)	—	—	—	—	44.2	44.2	-4.0	139	35	—	—	10.2
Hibbing Community College-A Tech and Comm Coll (1)	—	—	—	—	46.3	46.3	-2.0	61	34	—	—	11.7
Inver Hills Community College (1)	—	—	—	—	51.3	51.3	-1.6	68	51	—	—	12.6
Itasca Community College (1)	—	—	—	—	51.5	51.5	-4.9	35	46	—	—	13.2
Lake Superior College (1)	—	—	—	—	45.8	45.8	-0.9	83	47	—	—	11.6
Laurentian Community and Technical College Dist (1)	—	—	—	—	48.0	48.0	0.0	68	34	—	—	12.4
Leech Lake Tribal College (1)	—	—	—	—	—	—	—	0	—	—	100	—
Minneapolis Community and Technical College (1)	—	—	—	—	49.8	49.8	-1.0	146	45	—	—	12.6
Minnesota State College-Southeast Technical-Winona (1)	—	—	—	—	45.5	45.5	-0.7	41	41	—	—	11.9

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Minnesota State College-Southeast-Red Wing Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
Minnesota West Community and Technical Coll-Canby (2)	—	—	—	—	—	—	—	—	—	—	—	—
Minnesota West Community and Technical Coll-Granite Falls (2)	—	—	—	—	—	—	—	—	—	—	—	—
Minnesota West Community and Technical Coll-Jackson (1)	—	—	—	—	42.6	42.6	-2.2	83	39	—	—	11.8
Minnesota West Community and Technical Coll-Pipestone (2)	—	—	—	—	—	—	—	—	—	—	—	—
Minnesota West Community and Technical Coll-Worthington (2)	—	—	—	—	—	—	—	—	—	—	—	—
Normandale Community College (1)	—	—	—	—	52.1	52.1	-3.5	140	54	—	—	12.7
North Hennepin Community College (1)	—	—	—	—	52.4	52.4	1.2	80	55	—	—	13.0
Northland Community and Technical College (1)	—	—	—	—	43.0	43.0	-2.1	46	43	—	—	11.0
Northwest Technical College-Bemidji (1)	—	—	—	—	37.9	37.9	-1.2	187	47	—	—	10.1
Northwest Technical College-Detroit Lakes (2)	—	—	—	—	—	—	—	—	—	—	—	—
Northwest Technical College-East Grand Forks (2)	—	—	—	—	—	—	—	—	—	—	—	—
Northwest Technical College-Moorhead (2)	—	—	—	—	—	—	—	—	—	—	—	—
Northwest Technical College-Wadena (2)	—	—	—	—	—	—	—	—	—	—	—	—
Pine Technical College (1)	—	—	—	—	39.6	39.6	-0.7	20	50	—	—	9.5
Rainy River Community College (1)	—	—	—	—	49.6	49.6	2.8	19	37	—	—	12.3
Ridgewater College (1)	—	—	—	—	43.5	43.5	-1.4	124	40	—	—	11.3
Ridgewater College-A Comm and Technical College (2)	—	—	—	—	—	—	—	—	—	—	—	—
Riverland Community College (1)	—	—	—	—	44.2	44.2	-1.5	78	42	—	—	13.1
Rochester Community and Technical College (1)	—	—	—	—	47.2	47.2	-3.8	108	60	—	—	11.6
Saint Cloud Technical College (1)	—	—	—	—	43.6	43.6	-1.0	85	34	—	—	10.9
South Central Technical College-Faribault (2)	—	—	—	—	—	—	—	—	—	—	—	—
South Central Technical College-Mankato (1)	—	—	—	—	42.5	42.5	0.0	89	37	—	—	10.2
St Paul Technical College (1)	—	—	—	—	46.5	46.5	-0.7	91	43	—	—	12.2
BA												
University of Minnesota-Crookston (1)	55.9	51.7	44.2	39.1	—	*47.2	1.0	39	31	62	9	16.3
University of Minnesota-Morris (1)	67.2	51.4	38.7	35.9	—	48.5	3.9	112	41	50	—	17.6
BA+												
Bemidji State University (1)	57.4	47.2	40.3	29.5	—	*48.9	—	169	34	68	—	13.4
Metropolitan State University (1)	59.4	51.2	44.8	—	—	*50.9	—	75	48	68	—	12.7
Minnesota State University-Moorhead (1)	59.1	47.3	40.4	31.1	—	48.4	—	262	36	66	—	12.3
Minnesota State University-Mankato (1)	60.5	52.7	43.2	34.1	—	52.3	-0.8	458	37	67	—	12.1
Saint Cloud State University (1)	58.5	47.9	43.0	32.5	—	50.2	-1.6	545	38	65	—	12.3
Southwest State University (1)	61.0	49.6	42.7	—	—	*50.5	-2.2	124	36	53	—	12.1
Winona State University (1)	59.5	48.3	39.4	30.1	—	50.1	0.1	272	42	67	—	12.6
DOCTORAL												
University of Minnesota-Duluth (1)	73.1	59.5	47.0	35.3	—	57.0	1.0	345	34	64	3	18.4
University of Minnesota-Twin Cities (1)	91.6	64.1	53.7	45.1	—	76.3	3.7	1,203	28	79	18	21.8
Private												
AA												
Bethany Lutheran College (1)	—	—	—	—	41.5	41.5	6.6	29	17	31	—	12.8
Dunwoody Industrial Institute (1)	—	—	—	—	—	—	—	0	—	—	100	—
NEI College of Technology (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA												
Carleton College (1)	79.6	59.5	47.7	—	—	*66.6	3.0	170	35	69	—	20.4
College of Saint Benedict (1)	55.9	48.3	40.0	33.1	—	*46.5	2.1	127	58	64	—	13.4
College of Visual Arts (1)	—	—	—	—	—	—	—	—	—	—	100	—
Concordia College at Moorhead (1)	60.8	49.6	40.5	34.3	—	45.8	2.7	188	40	49	1	8.7
Gustavus Adolphus College (1)	61.2	49.9	42.3	37.2	—	50.2	2.7	170	36	63	—	12.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Macalester College (1)	80.1	60.3	45.2	37.8	—	*61.4	1.6	147	41	58	—	14.4
Martin Luther College (1)	—	—	—	—	—	+	—	2	100	0	97	—
Minnesota Bible College (1)	—	—	—	—	—	—	—	—	—	—	100	—
North Central University (1)	41.1	38.9	33.0	—	—	*37.1	–0.3	36	33	—	—	8.7
Northwestern College (1)	46.3	40.2	38.2	—	—	*41.2	5.4	61	23	—	—	12.5
Northwestern Health Sciences University (1)	—	—	—	—	—	—	—	—	—	—	100	—
Oak Hills Christian College (1)	—	—	—	—	19.7	19.7	—	8	38	—	—	6.1
Saint Olaf College (1)	62.7	51.9	40.3	40.0	—	51.9	8.4	210	37	73	—	11.2
BA+												
Augsburg College (1)	53.3	43.3	37.3	31.5	—	*42.8	—	136	51	58	—	12.0
Bethel College (1)	52.3	44.6	39.4	35.8	—	45.9	2.8	143	40	52	—	13.9
Cardinal Stritch University (2)	—	—	—	—	—	—	—	—	—	—	—	—
College of Saint Catherine-Minneapolis (3)	—	—	—	—	—	42.7	—	58	—	—	—	—
College of Saint Catherine-Saint Paul Campus (1)	54.8	44.7	39.5	35.5	40.2	*43.0	4.0	187	72	42	—	11.8
Concordia University (1)	—	—	—	—	+	+	–21	3	67	—	96	6.6
Crown College (1)	15.4	12.1	21.8	—	—	*16.8	5.4	27	19	30	—	24.7
Minneapolis College of Art and Design (1)	56.0	45.7	39.7	—	41.9	*47.4	9.3	30	40	—	—	9.8
Regions Hospital Dietetic Internship (1)	—	—	—	—	—	—	—	—	—	—	100	—
Saint John's University (1)	60.9	47.6	38.7	34.1	—	*47.7	3.6	145	27	61	—	13.0
The College of Saint Scholastica (1)	47.8	41.9	38.5	33.1	—	*39.9	2.9	88	51	44	13	11.2
William Mitchell College of Law (1)	101.7	+	—	—	—	*101.7	—	32	34	91	—	22.3
DOCTORAL												
Bethel Theological Seminary (1)	56.3	+	+	—	—	*56.3	5.1	12	8	50	—	13.4
Hamline University (1)	62.7	46.0	33.6	45.9	—	51.5	—	120	44	69	24	18.1
Luther Seminary (1)	—	—	—	—	—	—	—	0	—	—	100	—
Saint Mary's University of Minnesota (1)	55.6	44.8	36.9	30.0	+	*42.9	–0.2	101	32	48	3	9.6
United Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
University of St Thomas (1)	68.1	52.2	42.6	37.7	—	51.2	2.8	338	37	65	0	13.4
MISSISSIPPI												
Public												
AA												
Coahoma Community College (1)	—	—	—	—	35.5	35.5	9.2	20	80	—	55	13.3
Copiah-Lincoln Community College (1)	—	—	—	—	42.3	42.3	7.5	99	60	—	—	10.3
Copiah-Lincoln Community College-Natchez Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
East Central Community College (1)	—	—	—	—	41.1	41.1	1.8	82	66	—	—	9.3
East Mississippi Community College (1)	—	—	—	—	38.9	38.9	6.2	65	48	—	20	9.4
Hinds Community College-Jackson Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
Hinds Community College-Rankin Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
Hinds Community College-Raymond Campus (1)	—	—	—	—	39.9	39.9	6.7	375	62	—	3	10.1
Hinds Community College-Utica Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
Hinds Community College-Vicksburg-Warren County (2)	—	—	—	—	—	—	—	—	—	—	—	—
Holmes Community College (1)	—	—	—	—	39.5	39.5	9.6	76	70	100	31	9.4
Itawamba Community College (1)	—	—	—	—	43.7	43.7	13.4	80	63	—	44	10.1
Jones County Junior College (1)	—	—	—	—	44.5	44.5	7.7	162	51	—	12	10.7
Meridian Community College (1)	—	—	—	—	39.0	39.0	7.6	63	71	—	56	7.2
Mississippi Delta Community College (1)	—	—	—	—	44.7	44.7	8.9	105	62	—	13	10.1
Mississippi Gulf Coast Community College (1)	—	—	—	—	39.2	39.2	–0.2	279	57	—	15	8.9
Northeast Mississippi Community College (1)	—	—	—	—	46.8	46.8	9.2	104	68	—	19	8.6
Northwest Mississippi Community College (1)	—	—	—	—	47.2	47.2	9.3	137	64	—	16	9.9

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Pearl River Community College (1)	—	—	—	—	39.3	39.3	10.5	106	62	—	21	9.2
Pearl River Community College-Forrest County Ctr (2)	—	—	—	—	—	—	—	—	—	—	—	—
Southwest Mississippi Community College (1)	—	—	—	—	45.5	45.5	7.7	56	64	—	14	10.2
BA+												
Alcorn State University (1)	54.7	48.4	44.4	30.8	—	43.2	8.2	144	44	30	18	11.0
Mississippi University for Women (1)	53.0	44.6	40.1	35.5	—	42.5	7.7	105	57	30	20	9.9
Mississippi Valley State University (1)	53.1	46.3	38.6	33.3	—	*41.6	—	104	34	33	3	11.5
DOCTORAL												
Delta State University (1)	52.5	45.8	41.9	35.4	—	44.9	6.9	169	47	37	12	10.2
Jackson State University (1)	55.5	51.0	43.2	32.6	—	*45.2	6.2	279	45	40	15	10.6
Mississippi State University (1)	72.3	56.3	49.0	29.6	—	54.0	10.8	555	32	53	38	8.9
University of Mississippi Main Campus (1)	73.4	55.6	44.4	28.6	—	*54.0	6.5	396	33	55	18	11.8
University of Mississippi Medical Center (1)	—	—	—	—	—	—	—	—	—	—	100	—
University of Southern Mississippi (1)	70.1	53.5	43.7	25.6	—	50.5	0.2	584	37	41	15	10.7
Private												
AA												
Mary Holmes College (1)	+	+	+	26.2	—	*26.2	-3.2	13	38	—	—	4.9
Wood College (1)	28.6	+	23.7	23.0	—	*24.6	3.8	18	72	39	—	5.0
BA												
Blue Mountain College (1)	39.9	39.9	41.9	35.2	—	*39.3	—	27	52	19	—	8.8
Rust College (1)	37.5	32.8	28.7	25.2	—	29.8	3.8	42	40	—	9	6.2
Southeastern Baptist College (1)	+	—	—	—	—	+	—	2	100	—	33	—
Tougaloo College (1)	39.9	34.6	30.2	27.0	—	*33.1	8.3	58	43	50	—	8.7
Wesley College (3)	—	—	—	—	—	18.3	—	7	—	—	—	—
BA+												
Belhaven College (1)	43.1	40.0	35.0	19.0	—	*37.0	3.9	46	30	37	—	8.0
Millsaps College (1)	61.8	46.9	41.1	—	—	*47.7	3.6	89	39	55	—	11.1
Mississippi College (1)	61.7	48.1	39.8	33.3	—	47.2	2.1	153	42	50	1	8.3
Wesley Biblical Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
William Carey College (1)	38.1	35.1	34.3	23.3	—	*33.5	-1.3	41	56	27	50	6.9
MISSOURI												
Public												
AA												
Crowder College (1)	—	—	—	—	30.2	30.2	5.4	45	44	—	38	6.2
East Central College (1)	47.2	+	37.9	36.7	—	*40.7	2.9	60	37	67	3	9.5
Jefferson College (1)	46.1	37.8	37.5	35.5	—	41.8	5.7	86	41	62	4	7.4
Linn State Technical College (1)	—	—	—	—	34.4	34.4	18.7	51	20	—	31	8.7
Metropolitan Community College-Lees Summit (1)	—	—	—	—	43.6	43.6	4.7	91	43	100	4	10.2
Metropolitan Community College-Kansas City (1)	—	—	—	—	47.2	47.2	4.8	46	48	100	12	10.8
Mineral Area College (1)	—	—	—	—	34.3	34.3	5.4	50	66	—	25	6.0
Moberly Area Community College (1)	—	—	—	—	31.4	31.4	2.2	43	58	9	17	5.5
North Central Missouri College (1)	—	—	—	—	38.0	38.0	1.6	24	46	67	25	6.1
Ozarks Technical Community College (1)	—	—	—	—	36.3	36.3	3.7	89	40	—	14	7.6
Saint Louis Community College-Florissant Valley (1)	62.2	54.7	45.6	39.2	—	*54.5	—	115	45	—	—	10.2
Saint Louis Community College-Forest Park (1)	62.1	53.8	45.5	41.6	—	53.0	-0.3	105	50	—	—	9.9
Saint Louis Community College-Meramec (1)	62.1	53.0	45.4	39.5	—	52.8	—	179	51	—	—	9.9
Southwest Missouri State University-West Plains (1)	+	40.7	36.4	29.2	—	*33.6	5.5	25	52	64	—	9.1
St Charles County Community College (1)	50.6	43.7	37.4	32.1	—	*42.9	4.8	65	51	—	2	7.7

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
State Fair Community College (1)	—	—	—	—	38.7	38.7	7.0	53	38	—	13	7.0
Three Rivers Community College (1)	—	—	—	—	34.9	34.9	0.7	54	50	61	—	6.9
BA												
Harris-Stowe State College (1)	54.5	46.5	39.1	32.8	—	41.4	4.4	56	54	36	—	10.1
Missouri Southern State College (1)	57.8	46.4	38.9	34.0	—	44.9	2.5	193	32	60	5	11.4
Missouri Western State College (1)	56.9	46.8	39.5	26.8	—	*44.5	1.5	188	37	48	0	11.8
BA+												
Central Missouri State University (1)	61.5	52.2	43.4	31.6	—	50.2	0.5	416	38	62	7	12.5
Lincoln University (1)	53.5	43.3	35.4	30.1	—	40.5	0.2	122	44	40	3	13.6
Northwest Missouri State University (1)	62.8	49.3	41.3	31.0	—	45.0	—	233	38	35	2	11.1
Southeast Missouri State University (1)	61.1	50.1	41.1	34.0	—	*49.9	1.7	353	35	68	4	11.8
Southwest Missouri State University (1)	62.8	50.3	41.3	28.4	27.1	*49.0	—	636	36	66	10	11.9
Truman State University (1)	62.0	50.6	39.7	33.7	—	47.6	4.4	357	36	50	2	11.9
DOCTORAL												
University of Missouri-Columbia (1)	78.6	59.1	48.2	38.2	—	62.9	—	682	28	68	27	11.7
University of Missouri-Kansas City (1)	77.2	56.1	44.2	46.0	—	61.0	—	326	35	70	33	11.2
University of Missouri-Rolla (1)	82.5	62.8	51.6	42.2	—	*68.1	-0.1	248	8	72	9	12.8
University of Missouri-St Louis (1)	71.0	53.6	44.4	59.2	—	*57.8	1.6	280	38	70	15	10.9
Private												
AA												
Cottey College (1)	51.2	41.0	36.4	—	—	*43.3	3.3	30	60	77	—	10.1
Kemper Military School and College (3)	—	—	—	—	—	26.5	—	10	—	—	—	—
Ranken Technical College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Southeast Missouri Hospital College of Nursing (1)	—	—	—	—	—	—	—	0	—	—	100	—
Wentworth Military Academy (1)	—	—	—	—	23.5	23.5	6.2	6	50	—	14	4.2
BA												
Central Bible College (1)	44.2	37.9	33.1	28.4	—	*35.3	4.4	42	33	—	—	6.9
Central Christian College of the Bible (1)	29.2	—	—	—	—	29.2	-2.1	3	—	—	57	6.7
College of the Ozarks (1)	49.6	46.5	39.3	—	—	*44.4	0.6	76	29	36	—	10.1
Conception Seminary College (1)	—	37.9	+	—	—	*37.9	-8.6	6	33	—	0	7.3
Culver-Stockton College (1)	43.6	40.2	35.7	28.9	—	*38.5	1.6	54	20	57	—	8.2
Deaconess College of Nursing (1)	—	40.6	38.2	31.1	—	36.8	2.0	17	100	—	—	4.0
Hannibal-Lagrange College (1)	41.5	35.8	31.6	27.9	—	*32.6	—	44	52	—	—	9.0
Kansas City Art Institute (1)	50.9	43.1	40.2	29.0	—	*45.3	5.0	41	27	59	—	9.8
Lester L Cox College of Nursing and Health Science (1)	—	+	36.3	38.9	—	*37.3	1.2	14	100	—	—	6.9
Logan College of Chiropractic (1)	—	—	—	—	—	—	—	—	—	—	100	—
Messenger College (1)	—	+	+	—	—	+	1.7	4	25	0	0	2.1
Missouri Baptist College (1)	40.1	37.7	34.2	34.3	—	*35.7	9.6	29	21	—	26	8.9
Missouri Valley College (1)	39.9	36.3	30.1	—	—	*33.9	0.5	43	30	—	30	5.5
Ozark Christian College (1)	—	—	—	—	33.9	33.9	3.1	27	19	—	18	5.4
Saint Louis Christian College (3)	—	—	—	—	—	—	—	—	—	—	—	—
Saint Luke's College (3)	—	—	—	—	—	44.0	—	15	—	—	—	—
Westminster College (1)	50.6	44.5	34.8	29.3	—	42.1	—	50	28	58	—	11.0
William Jewell College (1)	55.2	44.8	39.3	34.1	—	*47.6	—	82	43	70	4	12.3
BA+												
Avila College (1)	47.1	42.5	37.0	34.5	—	*40.0	2.9	56	63	—	—	7.9
Baptist Bible College (1)	+	40.9	30.1	—	—	*39.4	9.8	26	50	100	—	6.3
Central Methodist College (1)	44.2	38.1	32.6	26.5	—	*37.3	—	56	48	54	7	7.0
Columbia College (1)	47.5	39.9	38.5	34.3	—	*40.5	5.2	52	29	58	5	8.5

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Drury University (1)	56.5	46.4	39.7	36.5	—	*44.9	—	99	38	46	3	12.3
Fontbonne College (1)	55.1	46.8	38.1	32.1	—	*42.7	—	46	59	46	4	9.0
Jewish Hospital-College of Nursing and Allied Hlth (1)	—	50.1	45.8	—	—	*47.4	—	21	100	—	25	6.3
Lindenwood University (1)	54.8	45.0	38.5	—	—	44.6	5.1	61	51	—	55	6.6
Maryville University of Saint Louis (1)	54.7	43.7	38.7	33.4	39.4	*44.3	2.9	84	58	44	8	8.5
Park College (1)	48.3	41.0	35.1	—	—	*38.6	—	39	38	36	15	7.1
Research College of Nursing (1)	+	51.2	46.8	—	—	*47.4	—	29	100	—	—	6.3
Rockhurst University (1)	62.1	48.5	36.6	28.5	—	*47.3	0.7	104	38	61	9	8.9
Southwest Baptist University (1)	48.6	41.1	35.3	29.2	—	*38.9	9.7	70	36	67	32	9.6
Stephens College (1)	—	—	—	—	31.3	31.3	1.8	51	51	51	2	7.0
William Woods University (1)	45.8	40.7	37.7	30.9	—	39.3	6.2	46	50	26	10	8.9
DOCTORAL												
Aquinas Institute of Theology (1)	—	—	—	—	—	—	—	—	—	—	100	—
Assemblies of God Theological Seminary (1)	37.7	40.9	+	—	—	*38.8	—	11	—	45	—	7.0
Calvary Bible College (3)	—	—	—	—	—	—	—	—	—	—	—	—
Concordia Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Covenant Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Eden Theological Seminary (1)	56.7	+	+	—	+	*56.7	4.5	10	60	60	9	9.8
Forest Institute of Professional Psychology (1)	—	—	—	—	—	—	—	—	—	—	100	—
Midwestern Baptist Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Nazarene Theological Seminary (1)	49.6	—	—	—	—	49.6	85.4	14	—	64	18	10.4
Saint Louis University-Main Campus (1)	81.6	57.4	46.6	37.9	—	59.9	3.2	429	31	57	22	12.0
Saint Paul School of Theology (1)	58.0	48.0	+	36.7	—	*47.6	0.5	14	43	64	7	9.2
St Louis College of Pharmacy (1)	63.9	52.5	47.7	—	—	*53.5	0.3	23	39	70	64	10.5
Washington University (1)	97.8	61.9	61.7	—	—	80.5	6.8	504	24	75	8	16.6
Webster University (1)	63.3	45.9	39.1	—	—	48.4	4.0	118	54	66	20	12.8
MONTANA												
Public												
AA												
Dawson Community College (1)	—	—	—	—	34.3	34.3	5.3	21	43	71	—	9.3
Flathead Valley Community College (1)	—	—	—	—	39.7	39.7	5.6	39	33	74	—	8.0
Flathead Valley Community College-Lincoln County (2)	—	—	—	—	—	—	—	—	—	—	—	—
Fort Belknap College (1)	—	—	—	—	20.9	*20.9	—	4	75	—	—	3.0
Fort Peck Community College (1)	—	—	—	—	30.9	30.9	−1.5	19	37	—	—	8.4
Helena College of Technology of University of Mt (1)	—	—	—	—	33.1	33.1	1.2	33	36	48	—	9.4
Miles Community College (1)	—	—	—	—	34.8	34.8	6.9	21	62	—	—	8.9
Montana State University-Billings-College of Techn (1)	—	—	—	—	33.1	33.1	0.7	27	30	63	—	8.7
Montana State University-Coll of Techn-Great Falls (3)	—	—	—	—	—	36.8	—	13	—	—	—	—
Montana Tech-College of Technology (2)	—	—	—	—	—	—	—	—	—	—	—	—
Stone Child College (1)	—	—	—	—	32.2	32.2	1.5	9	33	—	—	3.3
BA												
Western Montana College-University of Montana (1)	48.2	39.6	36.6	28.1	—	38.3	—	47	47	40	—	9.6
BA+												
Montana State University-Billings (1)	52.3	42.6	37.1	29.5	—	*43.8	—	131	39	63	—	10.4
Montana State University-Northern (1)	46.2	41.3	35.6	—	—	*40.7	—	64	27	64	—	9.8
Montana Tech of the University of Montana (1)	56.9	47.4	37.2	35.4	—	*47.4	—	110	26	71	—	10.9
DOCTORAL												
Montana State University-Bozeman (1)	64.9	52.5	44.3	37.1	—	52.3	3.8	424	32	57	9	11.6
The University of Montana-Missoula (1)	62.9	48.4	40.8	34.1	—	*51.5	5.6	428	31	64	6	10.6

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Private												
AA												
Blackfeet Community College (1)	—	—	—	—	22.2	22.2	—	17	35	—	—	3.4
Dull Knife Memorial College (1)	—	—	—	—	23.2	*23.2	—	7	29	—	13	8.2
Education America Inc (3)	—	—	—	—	—	—	—	—	—	—	—	—
BA												
Carroll College (1)	39.7	37.0	33.0	—	—	*36.3	—	75	33	64	—	9.6
Rocky Mountain College (1)	41.4	32.8	31.3	—	—	*36.3	4.3	43	37	70	—	7.0
Salish Kootenai College (1)	—	—	—	—	32.7	32.7	–3.3	42	40	—	9	8.4
BA+												
University of Great Falls (1)	41.3	37.5	31.4	—	—	*37.6	5.2	44	30	68	—	7.3
NEBRASKA												
Public												
AA												
Central Community College (1)	—	—	—	—	31.1	31.1	3.8	73	58	—	49	10.5
McCook Community College (3)	—	—	—	—	—	35.8	—	25	—	—	—	—
Metropolitan Community College Area (1)	—	—	—	—	37.6	37.6	–1.4	131	45	100	16	12.0
Mid Plains Community College (3)	—	—	—	—	—	41.3	—	31	—	—	—	—
Nebraska College of Technical Agriculture (1)	—	+	+	—	—	+	—	4	100	—	78	8.8
Nebraska Indian Community College (1)	—	—	—	—	24.3	24.3	–19	11	64	—	—	3.6
Northeast Community College (1)	—	—	—	—	36.4	36.4	2.3	99	33	—	—	12.6
Southeast Community College Area (1)	—	—	—	—	37.4	37.4	5.5	27	56	—	89	12.4
Western Nebraska Community College (1)	—	—	—	—	35.5	35.5	4.1	67	36	—	3	13.0
BA+												
Chadron State College (1)	56.3	43.0	36.5	30.0	—	*42.3	3.2	104	25	48	—	11.2
Peru State College (1)	53.9	36.6	33.1	—	—	*40.3	–2.7	43	26	49	—	10.6
University of Nebraska at Kearney (1)	59.7	50.4	40.4	30.2	—	*46.9	—	321	36	57	—	10.3
Wayne State College (1)	53.8	45.1	36.8	29.2	—	44.1	—	132	38	65	6	11.4
DOCTORAL												
University of Nebraska at Lincoln (3)	—	—	—	—	—	59.5	—	789	—	—	—	—
University of Nebraska at Omaha (1)	62.7	54.9	43.7	31.7	—	*52.6	3.3	413	33	65	2	11.0
University of Nebraska Medical Center (1)	—	50.8	41.1	36.8	—	*40.9	0.4	41	95	20	76	9.4
Private												
AA												
Grand Island College (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA												
College of Saint Mary (1)	56.2	45.6	40.9	—	—	45.2	—	37	70	—	—	6.7
Dana College (1)	41.5	38.2	33.3	31.1	—	*35.1	—	42	45	55	—	8.7
Midland Lutheran College (1)	49.7	35.1	34.0	—	—	*37.8	4.3	50	42	66	—	10.2
Nebraska Christian College (1)	+	—	—	—	+	+	—	2	50	—	67	—
Nebraska Wesleyan University (1)	56.5	45.0	37.1	28.7	—	*45.1	5.9	89	39	57	3	10.6
Union College (1)	37.1	35.9	33.7	—	—	*36.1	—	37	30	46	18	9.3
York College (1)	39.1	33.8	27.8	—	—	*32.1	4.6	29	17	45	—	7.1
BA+												
Bellevue University (1)	46.4	41.1	32.5	—	—	*38.5	—	27	33	—	49	7.0
Bryan LGH Medical Center School of Nurse Anesth (3)	—	—	—	—	—	—	—	—	—	—	—	—
Clarkson College (1)	—	—	41.5	37.2	—	39.9	–3.5	8	100	—	73	7.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Concordia University (1)	—	—	—	—	—	—	—	—	—	—	100	—
Doane College (1)	52.9	36.4	37.8	33.7	—	41.5	—	63	33	57	—	9.7
Grace University (1)	39.0	35.1	29.6	—	—	*34.3	—	15	7	—	21	7.6
Hastings College (1)	50.7	41.5	37.8	34.5	—	*42.3	—	70	26	63	—	10.5
Nebraska Methodist College of Nursing & Allied Hlt (1)	+	44.5	42.8	—	—	*43.6	5.1	23	96	—	12	7.1
DOCTORAL												
Creighton University (1)	79.9	51.7	41.4	31.3	—	*53.8	5.1	245	36	67	34	12.1
NEVADA												
Public												
AA												
Community College of Southern Nevada (1)	53.2	—	—	39.8	—	45.5	4.1	379	44	42	6	10.0
Truckee Meadows Community College (1)	56.5	—	—	40.6	—	*50.1	—	90	43	58	26	10.4
Western Nevada Community College (1)	55.9	—	—	44.5	51.2	*53.2	—	79	47	75	1	10.7
BA												
Great Basin College (1)	51.7	—	—	39.2	—	45.8	−1.4	40	43	53	13	9.4
DOCTORAL												
University of Nevada-Las Vegas (1)	82.3	61.1	47.3	44.8	—	*60.1	—	613	32	55	9	11.7
University of Nevada-Reno (1)	84.7	61.7	49.5	44.2	—	*66.4	—	391	32	67	10	11.3
Private												
BA+												
Sierra Nevada College (1)	52.7	40.3	+	—	—	*45.6	0.0	12	33	—	—	10.4
NEW HAMPSHIRE												
Public												
AA												
New Hampshire Comm Tech Coll-Manchester/Stratham (1)	39.9	33.5	31.7	—	—	37.6	1.4	70	56	—	14	14.9
New Hampshire Community Tech Coll-Laconia/Berlin (1)	40.7	35.3	+	29.9	—	*38.8	6.5	46	33	—	27	15.2
New Hampshire Community Technical College-Nashua (1)	40.5	35.7	31.8	—	—	*37.2	3.6	55	53	—	20	14.6
New Hampshire Technical Institute (1)	40.4	34.5	+	—	—	*39.2	—	70	56	—	23	15.3
BA												
University of New Hampshire-Manchester (2)	—	—	—	—	—	—	—	—	—	—	—	—
BA+												
Keene State College (1)	61.1	49.1	40.1	34.5	—	49.5	—	177	45	74	2	13.7
Plymouth State College (1)	61.0	47.7	39.4	35.3	36.0	*51.7	2.9	161	37	76	—	15.0
DOCTORAL												
University of New Hampshire-Main Campus (1)	70.0	51.5	41.7	—	—	*56.1	—	573	34	78	3	18.1
Private												
AA												
Castle College (3)	—	—	—	—	—	—	—	2	—	—	—	—
White Pines College (1)	—	—	—	—	+	+	24.2	4	50	—	—	5.0
BA												
Colby-Sawyer College (1)	51.8	43.3	36.9	—	—	42.3	9.7	42	52	33	—	13.1
Daniel Webster College (1)	58.9	45.6	38.6	—	—	*45.4	6.3	25	8	—	—	9.7
Franklin Pierce College (1)	54.1	42.6	36.2	—	—	*46.4	—	67	30	—	—	13.7
Saint Anselm College (1)	57.5	48.7	39.1	30.2	—	46.0	—	110	41	65	3	11.0
Thomas More College of Arts (1)	—	—	—	—	—	—	—	—	—	—	100	—

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
BA+												
Franklin Pierce College-Graduate and Prof Studies (1)	+	41.4	+	—	—	*41.4	—	7	29	—	—	8.8
Franklin Pierce Law Center (1)	83.3	—	—	—	—	*83.3	—	16	19	63	30	18.1
New England College (1)	46.9	36.7	29.9	21.4	—	*34.9	1.3	49	45	10	—	7.9
Notre Dame College (1)	35.9	34.7	31.8	—	—	*33.4	1.9	35	66	—	20	7.7
Rivier College (1)	47.2	42.4	38.6	—	—	*43.2	2.0	56	52	46	28	8.9
DOCTORAL												
Antioch New England Graduate School-NH (1)	—	—	—	—	—	—	—	—	—	—	100	—
Bangor Theological Seminary (2)	—	—	—	—	—	—	—	—	—	—	—	—
Dartmouth College (1)	97.4	69.6	54.1	45.8	—	*75.6	0.5	424	32	65	—	19.5
New Hampshire College (1)	65.7	53.3	41.3	—	—	*56.4	—	95	32	1	5	13.6
NEW JERSEY												
Public												
AA												
Atlantic Cape Community College (1)	61.8	58.0	40.5	—	—	48.0	-4.4	68	47	69	—	13.5
Bergen Community College (1)	79.1	64.4	48.7	41.5	—	64.4	—	193	48	85	—	14.7
Brookdale Community College (1)	75.3	58.7	47.3	37.3	—	58.9	2.7	209	54	78	—	15.2
Burlington County College (1)	67.6	67.0	57.6	38.6	—	*57.5	-2.5	65	45	71	—	14.6
Camden County College (1)	77.9	65.2	47.9	—	—	*58.3	—	117	44	83	9	19.4
County College of Morris (1)	71.6	61.4	50.8	39.8	—	63.5	2.5	173	45	92	—	15.9
Cumberland County College (1)	—	57.2	41.6	35.0	—	*47.8	-5.0	36	42	78	3	15.1
Essex County College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Gloucester County College (1)	77.4	71.5	67.3	52.3	—	68.1	3.3	68	34	91	—	21.0
Hudson County Community College (1)	60.5	56.8	49.6	38.9	—	47.8	—	53	45	81	—	13.2
Mercer County Community College (1)	73.8	58.9	47.1	36.6	—	58.1	1.4	108	43	80	9	19.9
Middlesex County College (1)	77.9	66.6	55.4	41.6	—	60.8	1.8	210	50	68	0	13.3
Ocean County College (1)	76.3	59.5	48.0	39.4	—	58.8	2.3	112	49	92	—	14.7
Passaic County Community College (1)	81.3	53.7	47.6	36.3	—	53.0	0.8	72	61	74	—	15.0
Raritan Valley Community College (1)	74.1	60.8	49.0	35.3	—	*57.3	0.7	95	52	80	—	15.5
Salem Community College (1)	+	+	43.4	36.7	+	*39.7	-0.5	24	58	54	—	13.4
Sussex County Community College (1)	—	45.9	38.8	—	—	40.6	—	36	56	64	—	13.8
Union County College (1)	75.1	60.4	45.2	32.9	—	58.0	2.4	178	56	85	—	15.2
Warren County Community College (1)	+	+	39.6	33.3	—	*36.5	—	18	56	50	—	11.7
BA+												
Kean University (1)	76.7	61.8	49.0	31.5	—	*63.8	0.8	352	45	79	2	19.0
New Jersey City University (1)	78.9	62.6	49.9	—	—	63.1	4.1	240	43	75	—	16.7
Ramapo College of New Jersey (1)	77.6	63.5	49.7	—	—	66.0	3.5	141	35	81	1	19.6
Rutgers University-Camden (1)	100.7	73.8	53.4	43.3	+	*77.5	—	189	32	66	12	18.1
The College of New Jersey (1)	78.1	62.5	47.0	—	—	*59.6	-1.7	319	41	67	3	18.1
The Richard Stockton College of New Jersey (1)	76.3	62.1	45.5	34.4	—	58.8	—	198	41	64	1	15.6
William Paterson University of New Jersey (1)	78.9	62.8	49.5	42.3	—	63.2	4.0	352	44	64	—	14.0
DOCTORAL												
Montclair State University (1)	79.6	63.9	49.9	32.2	—	64.5	3.9	444	41	71	—	34.4
New Jersey Institute of Technology (1)	97.0	76.9	59.5	36.0	56.5	72.9	—	348	18	62	8	14.8
Rowan University (1)	79.5	63.0	49.2	34.8	—	*60.6	5.4	360	38	64	—	18.0
Rutgers University-New Brunswick (1)	100.2	70.8	54.0	37.6	67.1	*77.4	—	1,142	29	68	22	18.2
Rutgers University-Newark (1)	107.3	77.5	59.4	51.7	+	*82.6	—	356	34	63	16	18.8
University of Medicine and Dentistry of New Jersey (1)	+	54.2	49.9	35.0	—	*45.1	—	39	87	3	83	13.8

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Private												
AA												
Muhlenberg Regional Medical Center-School of Rad (1)	—	—	—	—	—	—	—	—	—	—	—	—
BA												
Bloomfield College (1)	62.2	52.1	43.5	38.8	—	50.8	—	64	53	47	—	14.1
Rabbi Jacob Joseph School (1)	—	—	—	—	42.0	42.0	5.0	4	—	75	—	—
Rabbinical College of America (1)	—	—	—	20.9	—	20.9	—	5	—	—	67	9.5
Talmudical Academy-New Jersey (1)	16.4	—	—	—	—	16.4	2.5	3	—	—	—	18.1
BA+												
Caldwell College (1)	56.4	44.3	35.8	—	33.4	*41.9	2.4	72	57	46	—	7.6
Centenary College (1)	+	38.9	32.4	28.1	—	*33.7	-6.8	40	63	15	9	9.2
College of Saint Elizabeth (1)	51.9	46.5	40.3	—	—	*46.1	2.8	45	69	44	13	7.3
Felician College (1)	+	44.8	40.5	36.8	—	*41.0	—	59	59	—	—	8.6
Georgian Court College (1)	58.7	47.4	41.6	—	—	*47.1	—	90	63	34	—	9.0
Monmouth University (1)	79.6	65.4	48.6	32.8	—	55.9	3.6	197	41	43	—	14.1
Rider University (1)	73.9	65.2	50.6	—	—	*66.4	—	194	39	85	12	15.9
Saint Peter's College (1)	64.6	51.7	39.7	34.5	—	*53.1	—	112	35	65	—	8.6
DOCTORAL												
Drew University (1)	73.0	54.7	40.8	40.8	—	*59.3	-6.9	141	40	66	—	15.2
Fairleigh Dickinson University-All Campuses (1)	63.7	53.7	51.1	36.2	—	*55.9	—	205	29	63	22	16.8
New Brunswick Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Princeton Theological Seminary (1)	89.3	64.2	43.5	—	—	76.9	—	46	26	85	—	29.7
Princeton University (1)	120.0	71.9	56.0	48.5	—	94.6	4.0	717	24	68	—	20.3
Seton Hall University (1)	86.2	61.7	49.1	37.2	56.8	63.5	5.9	376	39	55	—	11.6
Stevens Institute of Technology (1)	82.9	61.5	50.6	29.8	—	*68.0	-0.7	124	12	51	—	15.8
NEW MEXICO												
Public												
AA												
Albuquerque Technical Vocational Institute (1)	—	—	—	—	32.8	32.8	1.7	31	71	—	90	7.1
Clovis Community College (1)	—	—	—	—	36.1	36.1	3.7	42	55	7	21	9.8
Eastern New Mexico University-Roswell Campus (1)	—	—	—	—	33.9	33.9	—	60	53	40	—	8.0
Luna Vocational Technical Institute (1)	—	—	—	—	35.9	35.9	14.5	37	43	—	3	8.6
Mesa Technical College (1)	—	—	—	—	35.0	35.0	-2.2	12	42	—	—	8.5
New Mexico Junior College (1)	36.5	—	—	—	—	36.5	-1.6	66	47	—	—	6.6
New Mexico Military Institute (1)	53.0	47.0	38.8	29.5	—	*42.7	12.3	63	37	56	10	9.5
New Mexico State University-Alamogordo (1)	+	38.0	34.0	29.1	—	*33.2	—	45	38	47	4	8.4
New Mexico State University-Carlsbad (1)	45.1	38.7	+	31.9	—	*37.6	3.5	19	63	53	—	9.6
New Mexico State University-Dona Ana (1)	41.2	35.5	33.7	30.3	—	*34.4	—	45	60	51	38	8.7
New Mexico State University-Grants (1)	—	+	+	29.9	—	*29.9	0.6	12	42	25	8	8.5
Northern New Mexico Community College (1)	—	—	—	—	33.0	33.0	1.8	41	49	37	0	8.1
San Juan College (1)	46.9	43.2	41.8	34.5	—	40.2	—	75	45	—	12	12.0
Santa Fe Community College (1)	—	—	—	—	30.9	30.9	6.5	42	69	—	33	5.4
University of New Mexico-Gallup Campus (1)	+	+	37.0	35.5	—	*36.0	11.2	59	47	10	16	8.2
University of New Mexico-Valencia County Branch (1)	+	37.5	+	33.5	—	*34.6	5.0	19	53	42	17	8.9
BA+												
Eastern New Mexico University-Main Campus (1)	55.1	43.3	38.5	28.1	—	*41.2	—	133	44	48	—	10.5
New Mexico Highlands University (1)	54.0	45.5	39.3	—	33.9	43.8	6.0	145	37	53	—	9.3
Western New Mexico University (1)	50.4	37.7	33.7	28.2	—	*39.7	—	85	48	49	—	11.7

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
DOCTORAL												
New Mexico Institute of Mining and Technology (1)	65.5	51.2	45.3	—	—	*54.2	—	97	10	71	6	19.7
New Mexico State University-Main Campus (1)	63.3	50.3	42.9	27.7	—	50.2	3.2	434	34	58	24	12.3
University of New Mexico-Main Campus (1)	71.1	52.2	45.0	37.1	—	56.7	3.8	772	37	68	10	11.6
Private												
AA												
Crownpoint Institute of Technology (1)	—	—	—	—	30.2	30.2	-1.8	27	37	—	—	4.3
BA+												
College of Santa Fe (1)	49.1	43.5	37.3	—	—	*44.1	5.2	56	38	57	23	6.3
College of the Southwest (1)	—	+	35.9	—	—	*35.9	—	18	44	—	—	5.6
Southwestern College (1)	—	—	—	—	—	—	—	—	—	—	100	—
St John's College (1)	45.0	—	—	—	—	45.0	31.6	46	22	52	—	15.7
NEW YORK												
Public												
AA												
Adirondack Community College (1)	55.9	41.7	36.0	—	20.9	*42.0	—	112	49	76	—	14.0
Broome Community College (1)	60.3	52.9	42.1	—	—	*54.7	4.9	144	38	91	—	15.7
Cayuga County Community College (1)	53.5	41.7	+	—	—	*52.4	-1.6	41	39	95	7	11.4
Clinton Community College (1)	49.5	42.3	33.0	—	—	40.2	3.2	44	52	68	—	12.5
Columbia-Greene Community College (1)	54.2	44.7	33.2	32.3	—	*43.5	—	41	46	68	7	13.7
Corning Community College (1)	58.3	40.9	33.9	30.3	—	46.6	-2.2	100	37	72	7	11.7
CUNY Borough of Manhattan Community College (1)	80.1	58.7	47.8	43.7	—	60.9	6.5	281	52	59	0	15.5
CUNY Bronx Community College (1)	80.7	61.7	46.7	41.8	—	*58.8	—	209	42	56	0	14.9
CUNY Hostos Community College (1)	80.9	67.1	53.1	49.1	—	61.7	6.2	137	51	66	0	15.7
CUNY Kingsborough Community College (1)	82.0	60.5	51.0	49.5	—	*63.0	6.5	213	49	75	0	15.9
CUNY La Guardia Community College (1)	77.7	60.4	46.9	46.1	—	62.7	8.0	237	58	63	0	15.9
CUNY Queensborough Community College (1)	80.9	66.5	48.4	44.2	—	66.3	5.4	242	42	68	0	16.8
Dutchess Community College (1)	56.5	49.4	40.6	31.6	—	45.2	-2.5	119	50	71	—	14.6
Erie Community College-City Campus (1)	57.9	50.9	44.3	36.5	—	50.8	3.0	101	47	93	—	12.6
Erie Community College-North Campus (1)	59.2	53.8	44.7	35.2	—	51.5	1.4	168	49	90	—	13.0
Erie Community College-South Campus (1)	57.9	51.5	45.6	33.7	—	*51.9	—	109	40	94	—	13.4
Finger Lakes Community College (1)	64.1	50.7	39.7	31.9	—	48.9	-1.0	102	42	74	—	12.3
Fulton-Montgomery Community College (1)	66.1	65.8	45.2	30.7	—	53.3	3.8	53	42	77	—	15.1
Genesee Community College (1)	58.3	45.3	41.1	31.9	—	*48.3	—	69	51	—	—	12.9
Herkimer County Community College (1)	47.7	40.7	35.1	—	—	*40.3	—	76	39	86	—	10.8
Hudson Valley Community College (1)	66.4	65.5	34.7	33.9	—	50.3	5.7	262	48	79	0	13.1
Jamestown Community College (1)	51.5	41.7	35.7	32.3	—	42.3	-2.9	76	50	76	—	14.0
Jamestown Community College-Cattaraugus County (2)	—	—	—	—	—	—	—	—	—	—	—	—
Jefferson Community College (1)	64.3	48.9	42.7	36.3	—	46.8	3.9	73	53	74	—	12.6
Mohawk Valley Community College-Rome Branch (2)	—	—	—	—	—	—	—	—	—	—	—	—
Mohawk Valley Community College-Utica Branch (1)	51.4	40.0	35.6	28.2	—	38.1	-5.5	134	36	78	—	11.8
Monroe Community College (1)	69.0	54.1	44.2	34.7	—	*53.0	—	259	45	74	3	14.1
Monroe Community College-E Kent Damon City Center (2)	—	—	—	—	—	—	—	—	—	—	—	—
Nassau Community College (1)	86.8	68.0	57.9	47.8	—	68.6	1.8	536	49	77	7	18.6
Niagara County Community College (1)	66.8	57.3	48.3	36.7	—	56.7	0.3	125	49	85	4	18.2
North Country Community College (1)	55.3	56.9	40.2	29.8	—	*41.1	4.2	29	48	62	—	12.3
North Country Community College-Malone (2)	—	—	—	—	—	—	—	—	—	—	—	—
North Country Community College-Ticonderoga (2)	—	—	—	—	—	—	—	—	—	—	—	—
Onondaga Community College (1)	60.9	51.3	45.0	41.1	—	*52.8	—	160	46	86	—	22.2

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Orange County Community College (1)	61.1	51.1	41.9	34.2	—	46.6	-3.0	133	48	81	—	17.9
Rockland Community College (1)	75.2	59.1	46.9	—	36.2	*61.5	8.8	127	49	90	5	15.0
Schenectady County Community College (1)	48.3	38.6	28.1	35.1	—	*40.6	-3.5	64	50	—	—	14.2
Suffolk County Community College-Ammerman Campus (1)	77.5	56.3	50.1	44.5	—	67.9	5.6	229	46	83	0	18.9
Suffolk County Community College-Eastern Campus (1)	73.3	56.9	51.2	44.2	—	59.0	—	45	51	73	—	17.7
Suffolk County Community College-Western Campus (1)	73.9	58.7	50.3	42.1	—	63.2	9.2	101	47	77	0	18.3
Sullivan County Community College (1)	49.9	39.7	34.9	30.4	—	*42.1	-2.5	44	36	66	—	11.5
SUNY Ulster County Community College (1)	59.1	46.7	41.2	34.7	—	49.5	-2.9	60	43	73	—	14.6
SUNY Westchester Commmunity College (1)	84.8	74.3	62.3	—	—	*72.9	12.5	153	43	82	0	24.8
Tompkins-Cortland Community College (1)	53.6	41.8	34.5	30.5	—	*49.9	0.1	58	53	88	0	15.5
BA												
CUNY Medgar Evers College (1)	82.0	63.6	55.0	49.4	—	*63.7	9.4	127	47	63	0	18.2
CUNY New York City Technical College (1)	81.8	66.2	53.6	52.1	—	*65.1	—	270	40	70	0	18.6
CUNY York College (1)	82.2	66.2	50.9	46.7	—	*64.1	4.4	147	44	63	0	18.4
SUNY College at Old Westbury (1)	67.0	51.6	40.6	36.4	—	*52.3	—	113	50	66	0	13.9
SUNY College of Agric and Techn at Cobleskill (1)	50.9	42.5	38.6	33.4	—	*44.1	—	105	33	70	2	11.6
SUNY College of Agric and Techn at Morrisville (1)	52.2	43.2	39.1	—	—	*42.9	3.2	99	40	54	3	10.2
SUNY College of Technology at Alfred (1)	54.2	46.1	38.1	31.2	—	*43.8	—	140	20	46	1	12.4
SUNY College of Technology at Canton (1)	51.5	44.7	40.7	38.6	—	45.6	3.1	76	26	67	1	11.3
SUNY College of Technology at Delhi (1)	51.6	43.5	37.4	31.8	—	42.0	2.7	98	35	59	2	11.2
SUNY College of Technology at Farmingdale (1)	70.3	54.9	46.2	—	—	*59.0	5.2	165	36	70	2	15.3
United States Merchant Marine Academy (1)	—	—	—	—	—	—	—	—	—	—	100	—
United States Military Academy (3)	—	—	—	—	—	60.9	—	25	—	—	—	—
BA+												
CUNY Bernard M Baruch College (1)	82.8	67.8	56.5	52.8	—	*70.3	6.6	405	33	75	0	20.2
CUNY Brooklyn College (1)	84.2	66.4	50.0	52.2	—	*71.6	—	465	35	76	0	20.5
CUNY City College (1)	84.2	66.9	55.8	52.7	+	*73.6	5.5	456	30	79	0	21.1
CUNY Hunter College (1)	82.0	66.2	51.3	51.5	—	*69.0	—	522	51	75	0	18.6
CUNY John Jay College Criminal Justice (1)	84.1	67.7	52.1	49.7	—	*67.6	—	250	42	67	0	19.4
CUNY Lehman College (1)	84.2	68.1	53.1	51.4	—	*68.1	—	281	41	69	0	19.5
CUNY Queens College (1)	83.5	66.9	51.8	50.9	—	*70.3	5.8	516	36	76	0	20.2
Fashion Institute of Technology (1)	86.8	70.8	58.6	41.8	—	64.4	3.4	170	49	78	—	18.1
SUNY College at Brockport (1)	69.3	57.9	44.1	38.5	—	*52.7	2.4	286	39	51	0	13.9
SUNY College at Buffalo (1)	59.8	49.5	42.0	33.4	—	50.0	4.2	370	36	70	2	13.5
SUNY College at Cortland (1)	59.5	46.7	37.6	35.2	—	*47.7	—	237	35	65	0	13.1
SUNY College at Fredonia (1)	62.1	48.5	39.0	30.8	—	*49.7	—	227	30	63	1	13.5
SUNY College at Geneseo (1)	59.7	48.6	40.2	38.9	—	47.1	3.1	244	37	55	0	13.0
SUNY College at New Paltz (1)	66.4	51.4	42.1	36.2	—	*50.4	1.2	271	41	51	1	13.3
SUNY College at Oneonta (1)	61.1	49.0	42.5	35.3	—	50.1	4.9	191	34	69	2	13.4
SUNY College at Oswego (1)	60.7	49.8	39.7	35.5	—	*49.6	3.7	306	34	62	1	13.4
SUNY College at Plattsburgh (1)	58.8	48.4	39.4	32.9	—	*47.6	—	264	38	57	2	13.0
SUNY College at Potsdam (1)	60.0	45.2	36.3	33.7	—	*46.4	—	213	34	61	0	12.9
SUNY College at Purchase (1)	62.7	52.2	41.4	—	—	53.6	—	119	43	76	0	14.3
SUNY Empire State College (1)	—	—	—	—	—	—	—	0	—	—	100	—
SUNY Institute of Technology at Utica-Rome (1)	62.7	54.5	49.2	—	—	*53.6	4.2	82	28	73	0	14.6
SUNY Maritime College (1)	54.3	50.5	39.5	—	—	*50.2	0.1	53	11	55	0	13.6
DOCTORAL												
Cornell University-NY State Statutory Colleges (1)	96.2	71.6	61.6	42.7	—	74.5	—	89	35	64	87	19.7
CUNY College of Staten Island (1)	82.2	67.7	51.4	52.4	—	*65.7	—	288	40	71	0	18.8
CUNY Graduate School and University Center (1)	85.1	65.5	55.5	—	—	*80.9	—	77	39	88	0	22.9

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
New York State College of Ceramics at Alfred Univ (1)	71.2	56.5	42.9	—	—	*56.9	8.2	51	25	90	0	15.3
SUNY at Albany (1)	82.5	58.3	47.2	41.3	—	65.0	0.4	544	31	71	2	16.6
SUNY at Binghamton (1)	79.4	58.8	49.4	38.0	—	60.4	1.3	481	31	62	0	15.8
SUNY at Buffalo (1)	88.4	63.1	50.7	40.4	—	*69.1	3.3	848	29	64	16	18.0
SUNY at Stony Brook (1)	87.2	63.1	51.2	42.1	—	*69.6	—	667	25	69	19	18.3
SUNY College of Environmental Science and Forestry (1)	67.6	51.9	46.2	30.5	—	*52.4	4.1	76	21	51	33	13.6
SUNY College of Optometry (1)	+	—	—	—	—	+	—	1	0	100	99	—
SUNY Health Science Center at Brooklyn (1)	—	—	—	—	—	—	—	0	—	—	100	—
SUNY Health Science Center at Syracuse (1)	—	—	—	—	—	—	—	0	—	—	100	—
Private												
AA												
Bramson ORT College (1)	—	—	—	—	—	—	—	—	—	—	—	—
Catholic Medical Center School of Nursing (1)	—	—	—	—	—	—	—	—	—	—	100	—
Cochran School of Nursing (1)	—	—	—	—	—	—	—	—	—	—	100	—
Crouse Hospital School of Nursing (1)	—	—	—	—	42.0	42.0	2.7	13	100	0	0	12.8
CVPH Medical Center School of Radiologic Techn (1)	—	—	—	—	—	—	—	—	—	—	100	—
Dorothea Hopfer School of Nursing-Mt Vernon Hosp (1)	—	—	—	—	—	—	—	—	—	—	100	—
Ellis Hospital School of Nursing (1)	—	—	—	—	+	+	—	2	100	100	78	—
Helene Fuld College of Nursing (1)	—	—	—	—	—	—	—	—	—	—	100	—
Long Island College Hospital School of Nursing (1)	—	+	+	—	—	+	0.8	5	100	—	—	15.7
Lynn University-Old Forge Center (1)	—	—	—	—	—	—	—	—	—	—	100	—
Maria College of Albany (1)	41.9	34.8	31.0	28.7	—	*32.3	3.5	28	89	50	—	5.2
Mater Dei College (3)	—	—	—	—	—	—	—	—	—	—	—	—
Memorial Hospital School of Nursing (1)	—	—	33.9	—	—	33.9	—	4	100	—	—	2.1
Millard Fillmore Hospital School of Nursing (3)	—	—	—	—	—	—	—	—	—	—	—	—
Phillips Beth Israel School of Nursing (1)	—	—	—	—	—	—	—	—	—	—	100	—
Saint Elizabeth College of Nursing (1)	—	—	—	—	—	—	—	—	—	—	100	—
Saint Lukes Memorial Hospital Ctr Sch of Rad Tech (1)	—	—	—	—	—	—	—	—	—	—	100	—
Samaritan Hospital School of Nursing (1)	—	—	36.1	—	—	36.1	—	3	100	0	25	2.3
Sisters of Charity Hospital School of Nursing (3)	—	—	—	—	—	38.5	—	4	—	—	—	—
Sisters of Charity Medical Center School of Nurs (1)	—	—	—	—	—	—	—	—	—	—	100	—
St Josephs Hospital Health Center School of Nurs (1)	—	—	—	—	—	—	—	—	—	—	100	—
Trocaire College (1)	33.3	31.3	25.1	—	—	*30.8	-1.2	28	82	0	0	7.1
Villa Maria College Buffalo (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA												
Albany College of Pharmacy (1)	71.8	56.4	46.0	34.6	—	*52.9	12.7	28	50	54	26	14.7
Bais Medrash Elyon (1)	—	—	—	—	—	—	—	—	—	—	100	—
Barnard College (1)	91.9	57.2	49.6	48.3	37.5	*62.3	—	172	57	35	—	18.0
Beth Hatalmud Rabbinical College (1)	+	—	—	6.1	—	*6.1	22.4	8	—	13	—	2.7
Cazenovia College (1)	48.9	38.7	33.6	—	—	40.2	1.8	41	61	68	—	11.3
College of Aeronautics (1)	—	—	—	—	—	—	—	—	—	—	100	—
Concordia College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Culinary Institute of America (1)	—	—	—	—	—	—	—	—	—	—	100	—
Hamilton College (1)	80.2	61.0	46.9	42.4	—	64.7	1.9	151	36	72	—	17.4
Hartwick College (1)	63.6	51.0	40.7	—	+	*52.8	—	108	44	60	—	12.8
Hilbert College (1)	41.4	38.7	34.2	—	—	*38.0	—	32	47	0	0	8.7
Hobart William Smith Colleges (3)	—	—	—	—	—	57.1	—	133	—	—	—	—
Houghton College (1)	50.0	42.7	37.4	32.2	—	*45.5	—	78	19	67	—	13.7
Keuka College (1)	47.4	40.9	36.0	—	—	*40.9	4.8	48	56	50	—	7.9
Machzikei Hadath Rabbinical College (1)	15.4	—	—	11.8	—	13.4	—	7	—	100	—	16.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Marymount College (1)	49.7	42.2	36.1	—	—	42.9	—	59	63	75	—	11.3
Marymount Manhattan College (1)	59.3	48.7	37.1	—	—	*43.8	0.2	65	65	54	—	9.7
Mercy College-Bronx Branch Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
Mercy College-White Plains Branch Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
Mercy College-Yorktown Heights Branch Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
Ohr Somayach Tanenbaum Educational Center (1)	—	—	—	—	—	—	—	—	—	—	100	—
Paul Smith's College of Arts and Science (1)	44.3	37.7	30.4	30.4	27.5	*37.3	—	58	40	—	9	8.7
Practical Bible College (1)	36.3	+	+	—	—	*36.3	—	6	17	—	—	10.0
Rabbinical College Bobover Yeshiva Bnei Zion (3)	—	—	—	—	—	15.7	—	23	—	—	—	—
Rabbinical College of Long Island (3)	—	—	—	—	—	—	—	—	—	—	—	—
Rabbinical College of Ohr Shimon Yisroel (1)	15.4	—	—	—	—	15.4	4.3	11	—	100	—	6.1
St Francis College (1)	68.0	46.2	41.7	32.4	—	*51.7	3.3	66	38	41	—	14.2
Talmudical Seminary of Oholei Torah (1)	10.7	—	—	—	—	10.7	3.5	14	—	—	—	17.2
The Sage Colleges-Troy Campus (1)	49.2	42.3	34.8	—	—	*41.7	2.8	143	63	76	—	10.2
Webb Institute (1)	—	—	—	—	—	—	—	—	—	—	100	—
Wells College (1)	55.8	45.5	35.8	—	—	*49.1	6.0	42	57	81	—	11.0
Yeshiva and Kollel Harbotzas Torah (1)	—	—	—	—	—	—	—	—	—	—	100	—
Yeshiva Gedolah Imrei Yosef D'spinka (1)	—	—	—	—	—	—	—	—	—	—	100	—
Yeshiva Shaar Hatorah (3)	—	—	—	—	—	—	—	—	—	—	—	—
BA+												
Albany Law School (1)	106.0	80.2	—	62.7	—	*95.8	—	37	38	62	—	21.8
Audrey Cohen College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Bank Street College of Education (1)	—	—	—	—	56.2	56.2	4.8	44	86	—	17	11.8
Boricua College (1)	—	—	+	34.8	—	*34.8	—	26	50	—	45	7.0
Canisius College (1)	57.0	51.2	37.2	—	—	*50.8	—	193	26	79	—	12.4
Central Yeshiva Tomchei Tmimim Lubavitz (1)	26.7	22.5	—	—	+	*24.2	2.1	12	—	67	—	10.1
Colgate Rochester-Bexley-Crozer (1)	55.3	48.3	+	—	—	*51.8	1.3	12	50	50	—	11.7
Colgate University (1)	91.0	67.4	49.7	41.0	—	*69.5	—	230	38	63	—	18.0
College of Mount Saint Vincent (1)	64.0	49.6	40.2	38.3	—	48.0	4.2	65	63	57	—	12.4
College of New Rochelle (1)	73.2	54.5	45.5	—	—	*55.0	2.4	74	66	68	—	14.4
Cooper Union for the Advancement of Science & Art (1)	79.2	59.0	54.1	—	—	*71.4	—	56	25	80	—	24.1
D'Youville College (1)	52.5	46.2	34.7	39.4	—	41.6	-1.6	94	62	50	5	9.2
Daemen College (1)	54.5	44.6	37.4	—	—	*44.7	-0.8	60	45	68	17	13.3
Dominican College of Blauvelt (1)	60.1	44.6	44.0	34.9	—	*44.8	—	58	69	45	—	11.2
Elmira College (1)	57.2	42.4	37.9	20.9	—	38.9	—	71	39	58	10	10.8
Graduate School of Figurative Art (1)	—	—	—	—	40.5	40.5	11.0	4	—	—	—	6.3
Iona College (1)	69.8	54.8	44.3	37.1	—	54.6	6.5	169	34	72	—	12.4
Ithaca College (1)	68.0	53.6	40.7	35.6	—	51.1	3.3	393	43	58	—	14.7
Le Moyne College (1)	68.6	58.1	41.9	—	—	*56.9	—	126	35	73	—	14.9
Long Island University-Brentwood (2)	—	—	—	—	—	—	—	—	—	—	—	—
Long Island University-Rockland Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
Long Island University-Southampton College (1)	78.1	53.5	47.5	48.7	—	*59.5	1.7	74	27	54	—	15.0
Long Island University-Westchester (2)	—	—	—	—	—	—	—	—	—	—	—	—
Manhattan College (1)	70.6	58.3	48.2	39.9	—	*59.6	6.6	161	27	74	—	15.4
Manhattanville College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Marist College (1)	68.2	54.3	43.7	38.0	—	47.7	1.2	162	35	48	—	15.4
Medaille College (1)	58.8	44.0	40.9	35.1	—	*45.4	—	43	40	56	—	8.6
Mercy College-Main Campus (1)	64.9	61.1	48.2	38.6	—	56.2	7.0	135	48	61	25	13.6
Mesivta Torah Vodaath Rabbinical Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Molloy College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Mount Saint Mary College (1)	—	—	—	—	—	—	—	—	—	—	100	—

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Nazareth College of Rochester (1)	61.2	50.1	40.8	—	—	50.3	1.6	115	50	58	4	12.5
New Center for Holistic Health Education and Res (3)	—	—	—	—	—	—	—	—	—	—	—	—
New York Institute of Technology-Central Islip (1)	73.3	66.9	54.5	—	—	*66.0	45.8	19	32	79	—	19.2
New York Institute of Technology-Manhattan Campus (1)	74.2	59.7	56.6	—	—	*63.8	—	56	21	77	—	17.0
New York Institute of Technology-Old Westbury (1)	78.2	61.5	49.0	—	—	*63.3	—	137	28	63	—	20.1
Niagara University (1)	61.7	51.4	43.6	37.8	—	*51.6	1.3	120	37	63	—	12.1
Nyack College (1)	45.0	40.7	36.4	31.3	—	*39.7	—	56	30	20	8	10.7
Pace University-Pleasantville Briarcliff (1)	79.7	64.9	54.0	—	+	*67.9	2.6	157	50	77	—	18.2
Pratt Institute-Main (1)	42.2	39.2	35.7	—	—	40.6	—	96	27	67	—	12.4
Rabbinical College of Beth Shraga (1)	—	—	—	—	—	—	—	—	—	—	100	—
Rabbinical College of Ch'san Sofer New York (1)	—	—	—	—	11.0	11.0	—	4	—	—	—	7.9
Rabbinical Seminary of Adas Yereim (1)	15.7	—	—	—	—	15.7	–53	7	—	100	—	21.7
Roberts Wesleyan College (1)	48.1	41.7	32.9	—	—	40.3	2.5	72	42	32	20	7.5
Saint Bonaventure University (1)	54.7	44.0	41.8	29.1	+	*43.4	—	147	27	59	—	11.2
Saint John Fisher College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Saint Joseph's College-Main Campus (1)	67.5	52.2	44.2	—	—	*49.2	—	108	61	22	—	11.3
Saint Joseph's College-Suffolk Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
Saint Joseph's Seminary and College (1)	15.3	—	—	—	—	15.3	—	13	—	—	—	8.2
Saint Thomas Aquinas College (1)	66.4	51.1	45.2	—	—	*54.0	2.8	61	41	75	—	11.8
Saint Vladimirs Orthodox Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Sarah Lawrence College (1)	—	—	—	—	63.2	63.2	5.9	88	49	64	—	16.4
Sh'or Yoshuv Rabbinical College (1)	19.0	—	—	—	—	19.0	–4.1	9	—	100	—	42.4
Siena College (1)	60.2	50.5	43.3	35.4	—	51.5	3.6	145	36	78	—	15.5
Skidmore College (1)	77.1	60.0	45.8	37.8	41.7	58.0	—	211	46	57	—	16.9
St Bernards Institute (1)	+	+	28.2	—	—	*28.2	–12	5	20	40	—	4.9
St Lawrence University (1)	72.2	54.0	40.8	41.5	—	*56.2	–0.2	156	34	67	—	16.0
The College of Insurance (1)	—	—	—	—	—	—	—	—	—	—	100	—
The College of Saint Rose (1)	—	—	—	—	—	—	—	—	—	—	100	—
Touro College (1)	96.9	59.9	43.4	24.5	—	47.6	4.8	273	43	9	—	9.7
Unification Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Union College (1)	80.4	61.5	47.6	—	—	66.4	5.8	165	29	53	—	18.8
United Talmudical Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Utica College of Syracuse University (1)	55.4	47.0	39.8	—	—	47.3	3.6	100	41	76	—	15.3
Vassar College (1)	85.5	61.6	47.6	43.3	—	*62.8	—	247	46	57	—	17.5
Wagner College (1)	62.6	50.0	42.3	38.0	—	*48.8	—	83	45	47	0	12.3
Yeshiva of Nitra Rabbinical College (1)	15.4	—	—	6.0	—	*11.6	—	17	—	41	—	7.9
DOCTORAL												
Adelphi University (1)	70.3	60.0	47.7	—	—	61.7	—	196	40	83	—	16.4
Alfred University (1)	62.2	46.6	39.3	—	—	*52.4	5.2	115	35	76	—	14.4
Bard College (1)	77.4	56.7	45.5	—	—	62.9	3.4	97	35	55	—	18.0
Clarkson University (1)	79.3	59.8	52.9	46.2	+	*65.1	—	147	14	71	1	18.3
Columbia University in the City of New York (1)	113.4	72.2	57.0	45.0	—	87.9	3.7	983	26	55	19	21.2
Cornell University-Endowed Colleges (1)	97.9	72.3	61.4	45.8	—	78.8	—	897	26	65	—	23.7
Dowling College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Fordham University (1)	95.2	68.8	53.3	40.2	36.0	71.8	—	594	36	63	—	18.2
Hebrew Union College-Jewish Institute of Religion (2)	—	—	—	—	—	—	—	—	—	—	—	—
Hofstra University (1)	93.4	65.7	51.5	43.7	—	69.7	2.7	473	37	64	—	18.7
Jewish Theological Seminary of America (1)	—	—	—	—	—	—	—	—	—	—	100	—
Long Island University-Brooklyn Campus (1)	85.0	62.4	52.6	42.5	—	*64.1	—	290	49	45	—	15.9
Long Island University-C W Post Campus (1)	79.2	62.9	54.5	54.9	—	*68.2	3.0	313	39	73	—	17.1
Manhattan School of Music (1)	—	—	—	—	35.2	35.2	26.3	71	38	—	7	6.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten (%)	11/12 (%)	Avg. Bene. ($)
Mesivta of Eastern Parkway-Yeshiva Zichron Meilech (1)	—	—	—	—	—	—	—	—	—	—	100	—
Mesivtha Tifereth Jerusalem of America (1)	32.3	—	26.4	—	—	*29.4	—	10	—	80	9	19.7
Mirrer Yeshiva Cent Institute (1)	—	—	—	—	—	—	—	—	—	—	100	—
New School University (1)	90.9	66.0	48.4	—	49.8	*64.7	—	128	37	29	11	16.9
New York University (1)	116.4	76.1	62.6	42.2	49.2	88.1	5.5	1,336	35	59	45	28.5
Pace University-New York (1)	83.0	65.1	55.3	37.2	62.4	*70.6	3.9	209	33	75	—	18.0
Pace University-White Plains (1)	115.9	89.4	63.6	—	71.9	*104.3	—	68	28	82	—	21.5
Polytechnic University (1)	85.1	63.4	56.9	34.1	—	*63.9	3.1	162	17	46	—	12.9
Rabbinical Seminary of America (1)	—	—	—	—	—	—	—	—	—	—	100	—
Rabbinical Seminary of M'kor Chaim (1)	+	7.8	—	—	—	*7.8	—	4	—	100	—	—
Rensselaer Polytechnic Institute (1)	88.2	61.3	56.8	—	—	74.1	1.4	338	14	72	1	17.8
Rochester Institute of Technology (1)	79.8	61.7	52.1	41.7	—	62.4	3.6	584	28	71	3	20.8
Rockefeller University (1)	—	—	—	—	—	—	—	—	—	—	100	—
Saint John's University-New York (1)	98.4	66.8	55.5	52.4	+	*73.8	5.2	510	28 *	77	5	21.9
Syracuse University (1)	75.8	58.0	47.1	42.3	—	*62.0	—	804	31	65	2	20.0
Teachers College at Columbia University (1)	93.8	69.5	55.5	35.5	—	*72.8	99.1	146	58	59	—	21.8
The General Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
The Juilliard School (1)	—	—	—	—	48.0	48.0	7.7	108	40	—	—	11.9
Torah Temimah Talmudical Seminary (1)	64.8	—	—	—	—	64.8	—	9	—	100	—	2.3
Union Theological Seminary (1)	61.7	+	+	—	—	*61.7	5.0	24	50	75	—	31.0
University of Rochester (1)	92.8	63.1	62.9	55.3	—	77.3	5.2	475	23	71	—	15.4
Yeshiva D'monsey Rabbinical College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Yeshiva Derech Chaim (1)	—	—	—	—	17.7	17.7	—	11	—	100	—	28.4
Yeshiva Karlin Stolin (1)	—	—	—	12.2	—	12.2	—	3	—	33	70	—
Yeshiva Mikdash Melech (1)	—	—	—	—	—	—	—	—	—	—	100	—
Yeshiva University (1)	105.7	61.5	54.3	47.0	—	*72.3	—	215	26	58	9	16.2
Yeshivath Viznitz (1)	—	—	—	—	10.1	10.1	—	22	—	100	—	10.8
Yeshivath Zichron Moshe (1)	—	—	—	—	—	—	—	—	—	—	100	—
NORTH CAROLINA												
Public												
AA												
Alamance Community College (1)	—	—	—	—	31.3	*31.3	—	8	88	0	89	7.0
Asheville Buncombe Technical Community College (1)	—	—	—	—	32.1	32.1	1.8	29	62	0	72	8.2
Beaufort County Community College (1)	—	—	—	—	32.1	32.1	4.2	23	65	0	64	7.9
Bladen Community College (1)	—	—	—	—	37.5	*37.5	—	6	17	0	79	6.4
Blue Ridge Community College (1)	—	—	—	—	30.5	30.5	—	10	70	0	81	7.2
Brunswick Community College (1)	—	—	—	—	+	+	–15	3	67	0	88	6.6
Caldwell Community College and Technical Institute (1)	—	—	—	—	32.1	32.1	4.4	44	66	0	52	7.5
Cape Fear Community College (1)	—	—	—	—	33.9	33.9	7.3	79	56	0	43	7.8
Carteret Community College (1)	—	—	—	—	36.7	36.7	—	12	75	0	72	8.2
Catawba Valley Community College (1)	—	—	—	—	33.0	33.0	6.2	12	75	0	89	7.9
Central Carolina Community College (1)	—	—	—	—	35.4	35.4	16.0	53	58	0	58	8.2
Central Piedmont Community College (1)	—	—	—	—	41.5	41.5	6.7	46	74	0	83	6.5
Cleveland Community College (1)	—	—	—	—	36.6	36.6	22.6	15	47	0	72	8.3
Coastal Carolina Community College (1)	—	—	—	—	36.3	36.3	9.7	80	50	0	21	7.9
College of the Albemarle (1)	—	—	—	—	29.5	29.5	3.2	28	64	0	59	7.1
Craven Community College (1)	—	—	—	—	36.5	36.5	5.0	14	57	0	74	8.5
Davidson County Community College (1)	—	—	—	—	37.0	37.0	1.2	30	67	0	58	7.0
Durham Technical Community College (1)	—	—	—	—	36.7	36.7	3.1	61	56	0	41	8.4

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Edgecombe Community College (1)	—	—	—	—	37.6	*37.6	—	6	67	0	93	8.2
Fayetteville Technical Community College (1)	—	—	—	—	34.5	34.5	6.6	60	65	0	76	5.6
Forsyth Technical Community College (1)	—	—	—	—	32.8	32.8	6.0	45	67	0	69	6.9
Gaston College (1)	—	—	—	—	32.2	32.2	3.5	33	82	0	70	7.0
Guilford Technical Community College (1)	—	—	—	—	33.8	33.8	22.4	91	56	0	58	7.8
Halifax Community College (3)	—	—	—	—	—	35.5	—	14	—	—	—	—
Haywood Community College (1)	—	—	—	—	34.3	*34.3	35.6	10	20	0	83	8.0
Isothermal Community College (1)	—	—	—	—	30.5	30.5	10.4	26	46	0	57	7.2
James Sprunt Community College (1)	—	—	—	—	26.4	26.4	—	3	100	0	94	6.8
Johnston Community College (1)	—	—	—	—	34.7	34.7	—	10	60	0	91	8.0
Lenoir Community College (1)	—	—	—	—	30.0	30.0	–10	43	65	0	49	7.2
Martin Community College (1)	—	—	—	—	—	—	—	0	—	—	100	—
Mayland Community College (1)	—	—	—	—	29.8	29.8	14.4	8	63	0	76	7.2
McDowell Technical Community College (1)	—	—	—	—	+	+	—	2	100	0	95	—
Mitchell Community College (1)	—	—	—	—	31.7	*31.7	—	7	86	0	87	7.1
Montgomery Community College (1)	—	—	—	—	+	+	—	1	100	0	97	—
Nash Community College (1)	—	—	—	—	27.1	27.1	—	16	63	0	76	7.5
Pamlico Community College (1)	—	—	—	—	37.5	*37.5	—	6	33	0	70	8.4
Piedmont Community College (1)	—	—	—	—	33.5	33.5	4.5	30	50	0	53	7.9
Pitt Community College (1)	—	—	—	—	33.7	33.7	10.9	38	76	0	71	6.9
Randolph Community College (1)	—	—	—	—	37.3	*37.3	—	9	89	0	82	8.8
Richmond Community College (1)	—	—	—	—	39.8	39.8	5.0	24	50	0	37	8.8
Roanoke-Chowan Community College (1)	—	—	—	—	32.1	*32.1	5.0	5	60	0	86	7.6
Robeson Community College (1)	—	—	—	—	40.9	40.9	9.6	24	83	0	50	7.2
Rockingham Community College (1)	—	—	—	—	33.7	33.7	5.6	23	65	0	62	8.1
Rowan-Cabarrus Community College (1)	—	—	—	—	38.8	38.8	3.1	63	62	0	38	9.2
Sampson Community College (1)	—	—	—	—	33.4	*33.4	—	10	80	0	80	7.9
Sandhills Community College (1)	—	—	—	—	37.8	*37.8	6.3	12	83	0	86	8.8
South Piedmont Community College (1)	—	—	—	—	39.5	39.5	3.9	27	37	0	41	9.2
Southeastern Community College (1)	—	—	—	—	34.5	34.5	—	3	100	0	96	7.9
Southwestern Community College (1)	—	—	—	—	40.0	40.0	5.7	42	48	0	21	9.0
Stanly Community College (1)	—	—	—	—	34.7	34.7	5.1	27	67	0	55	7.9
Surry Community College (1)	—	—	—	—	34.1	34.1	3.9	19	68	0	79	8.8
Tri-County Community College (1)	—	—	—	—	29.3	*29.3	—	4	75	0	86	8.1
Vance-Granville Community College (1)	—	—	—	—	31.1	31.1	–0.5	34	74	0	69	6.8
Wake Technical Community College (1)	—	—	—	—	29.3	29.3	10.3	61	87	0	74	7.2
Wayne Community College (1)	—	—	—	—	36.1	36.1	5.0	26	81	0	76	8.4
Western Piedmont Community College (1)	—	—	—	—	—	—	—	0	—	—	100	—
Wilkes Community College (1)	—	—	—	—	31.4	31.4	0.8	27	48	0	61	7.6
Wilson Technical Community College (1)	—	—	—	—	+	+	—	4	50	0	92	8.1
BA												
Elizabeth City State University (1)	57.6	45.9	40.3	40.3	41.9	*48.5	0.8	102	31	43	6	10.2
Winston-Salem State University (1)	60.7	55.2	46.6	38.7	36.7	*51.4	—	127	49	45	22	10.4
BA+												
North Carolina Central University (1)	74.1	55.2	47.5	—	43.8	54.8	6.1	226	43	50	15	11.0
North Carolina School of the Arts (1)	—	—	—	—	48.8	48.8	4.2	122	34	0	0	9.9
University of North Carolina at Asheville (1)	65.2	49.9	38.8	43.5	32.0	*50.1	2.0	157	41	57	0	9.9
University of North Carolina at Pembroke (1)	70.3	53.3	43.3	38.9	48.0	*53.0	2.9	142	36	50	2	10.4
University of North Carolina-Wilmington (1)	65.5	51.9	47.2	32.4	45.2	*52.2	—	374	35	63	9	10.3

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DOCTORAL												
Appalachian State University (1)	64.7	52.9	43.6	32.9	34.8	*52.8	4.3	560	37	63	5	10.3
East Carolina University (1)	69.7	54.5	46.0	34.2	38.6	51.4	4.1	706	38	51	15	10.1
Fayetteville State University (1)	64.7	52.4	48.0	37.9	44.9	*50.2	—	164	37	52	19	10.3
North Carolina Agricultural and Technical St Univ (1)	63.3	56.3	48.8	38.9	45.9	53.1	4.2	300	35	58	19	10.6
North Carolina State University at Raleigh (1)	87.2	61.8	54.9	41.8	29.2	63.6	3.4	901	25	63	25	11.6
University of North Carolina at Chapel Hill (1)	90.9	64.4	53.6	45.4	55.6	75.0	4.3	931	31	71	28	12.9
University of North Carolina at Charlotte (1)	73.0	54.6	46.2	32.9	40.8	55.1	4.1	590	35	63	11	10.5
University of North Carolina at Greensboro (1)	75.5	54.9	44.2	33.1	38.6	*52.4	—	576	47	53	4	10.1
Western Carolina University (1)	65.2	52.9	45.0	—	36.2	51.5	3.8	295	36	61	6	10.0
Private												
AA												
Cabarrus College of Health Sciences (1)	—	—	—	—	47.7	*47.7	—	12	92	—	—	7.4
Carolinas College of Health Sciences (1)	—	—	—	—	42.0	*42.0	—	10	90	—	57	8.1
Louisburg College (1)	37.3	31.5	+	—	—	*35.2	—	25	44	72	—	7.1
BA												
Barber-Scotia College (1)	39.1	32.1	29.7	—	—	*33.5	2.7	23	26	—	—	5.9
Barton College (1)	44.6	38.1	33.0	—	—	37.0	1.9	73	48	47	—	8.0
Bennett College (1)	43.7	42.5	38.7	27.7	—	*39.0	—	57	67	23	—	5.8
Brevard College (1)	41.8	36.0	30.3	19.4	—	*28.4	—	65	52	25	8	7.1
Chowan College (1)	44.9	40.0	35.4	33.0	—	*37.3	—	47	47	40	16	8.2
Davidson College (1)	76.3	54.1	44.1	—	38.0	*62.2	5.3	152	29	72	—	19.2
East Coast Bible College (3)	—	—	—	—	—	27.8	—	9	—	—	—	—
Greensboro College (1)	50.6	45.6	36.5	—	—	*44.6	—	51	41	33	—	9.4
Guilford College (3)	—	—	—	—	—	44.8	—	79	—	—	—	—
John Wesley College (1)	+	25.8	—	—	—	*25.8	63.2	5	—	—	—	5.4
Johnson C Smith University (1)	50.9	44.2	34.3	30.3	—	*39.9	—	81	38	52	—	7.9
Lees-McRae College (1)	+	34.7	31.8	31.4	—	*32.7	2.8	34	32	—	13	7.3
Mars Hill College (1)	43.8	38.4	33.5	26.4	—	36.3	2.5	74	36	57	5	6.6
Methodist College (1)	41.4	38.8	31.5	24.5	—	*35.7	—	83	37	37	18	7.1
Mount Olive College (1)	46.8	36.1	36.7	—	—	*38.8	—	33	33	—	18	7.6
North Carolina Wesleyan College (1)	42.9	38.4	33.7	—	—	*36.7	—	39	51	49	—	7.1
Peace College (1)	43.9	39.3	38.2	—	—	*39.9	-2.3	36	61	53	3	8.7
Roanoke Bible College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Saint Augustine's College (1)	+	38.5	33.3	26.2	—	*33.4	5.5	73	36	11	16	6.5
Shaw University (1)	+	40.0	34.5	30.0	—	*34.2	—	53	45	2	34	5.4
St Andrew's Presbyterian College (1)	38.8	32.4	33.1	—	—	*33.9	—	34	38	47	—	8.4
BA+												
Belmont Abbey College (1)	39.1	34.5	30.9	—	—	*34.9	—	40	40	75	—	10.1
Catawba College (1)	48.2	42.6	36.2	27.2	—	*43.0	—	65	40	66	6	9.7
Elon College (1)	60.0	49.0	42.2	31.9	—	46.9	3.0	186	39	34	3	10.2
Gardner-Webb University (1)	46.3	41.2	39.0	32.8	—	*41.3	5.2	112	46	37	7	7.8
High Point University (1)	64.6	49.3	42.5	34.2	—	*47.0	—	119	34	33	—	9.9
Lenoir-Rhyne College (1)	42.2	41.5	34.6	29.3	—	38.9	—	93	44	60	8	9.9
Livingstone College (1)	42.4	34.1	32.5	23.5	—	*33.0	—	47	34	15	8	0.6
Meredith College (1)	56.0	45.1	39.2	36.9	—	47.1	5.1	112	72	53	—	9.0
Montreat College (1)	44.6	39.7	35.2	—	—	*38.7	1.6	33	27	42	—	10.3
Pfeiffer University (1)	42.7	36.0	30.7	27.3	—	*36.9	0.4	59	37	12	—	7.7
Piedmont Baptist College (1)	—	—	—	—	16.8	16.8	—	3	100	—	86	3.1
Queens College (1)	49.3	43.7	35.0	31.7	—	40.9	0.6	61	54	44	2	8.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Salem College (1)	46.7	42.3	35.1	—	—	*40.7	—	51	49	49	—	11.1
Warren Wilson College (1)	—	—	—	—	38.2	38.2	3.3	54	33	—	—	10.3
Wingate University (1)	42.3	38.2	35.3	28.9	—	38.2	—	78	42	—	1	10.7
DOCTORAL												
Campbell University Inc (1)	+	+	+	—	—	+	—	83	31	30	42	—
Duke University (1)	108.0	72.6	59.0	—	—	87.3	3.7	658	22	74	—	20.7
Southeastern Baptist Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Wake Forest University (1)	89.7	66.4	48.2	40.0	60.4	67.9	3.8	409	33	60	—	13.9
NORTH DAKOTA												
Public												
AA												
Bismarck State College (1)	+	40.0	35.6	28.7	—	*37.4	2.7	82	32	71	6	10.9
Candeska Cikana Community College (1)	—	—	—	—	30.1	*30.1	—	7	71	—	—	2.9
Lake Region State College (1)	+	+	36.9	28.6	—	*30.6	4.9	19	37	68	5	9.8
Minot State University-Bottineau Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
North Dakota State College of Science (1)	+	38.3	31.0	30.4	—	*34.7	—	132	33	56	8	10.7
Sitting Bull College (1)	—	—	—	—	29.8	29.8	—	16	31	0	11	2.1
Turtle Mountain Community College (1)	—	—	—	—	30.0	30.0	3.1	18	56	—	—	8.8
Williston State College (1)	—	—	43.2	32.6	—	33.6	—	33	36	48	6	10.1
BA												
Dickinson State University (1)	45.9	42.2	36.2	33.3	—	*39.5	2.2	71	28	58	1	10.2
Mayville State University (1)	45.3	37.4	33.4	22.9	—	*35.7	-0.2	38	21	61	3	10.2
Valley City State University (1)	45.9	39.5	33.6	30.1	—	*35.4	—	52	50	52	7	10.1
BA+												
Minot State University (1)	50.7	42.5	37.4	28.9	—	*39.6	0.7	170	41	51	9	10.9
DOCTORAL												
North Dakota State University-Main Campus (1)	55.3	49.5	42.3	28.3	—	*44.7	5.3	297	24	42	39	11.8
University of North Dakota-Main Campus (1)	54.5	45.7	39.7	29.6	—	*44.6	—	383	37	54	13	11.7
Private												
AA												
United Tribes Technical College (1)	—	—	—	—	26.2	26.2	-1.0	36	64	—	—	6.8
BA												
Jamestown College (1)	43.5	37.2	33.4	28.7	—	*36.4	2.3	53	45	—	—	8.9
Medcenter One College of Nursing (1)	—	41.6	38.3	—	—	39.4	2.6	9	100	—	0	5.5
Trinity Bible College (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA+												
University of Mary (1)	46.6	39.8	35.6	33.4	—	*38.4	—	81	49	—	2	10.8
OHIO												
Public												
AA												
Belmont Technical College (3)	—	—	—	—	—	35.6	—	35	—	—	—	—
Bowling Green State University-Firelands (1)	61.4	51.5	44.4	39.0	—	47.4	5.9	31	26	52	—	11.5
Central Ohio Technical College (1)	+	42.1	33.4	30.8	—	*34.9	1.5	41	63	22	9	9.8
Cincinnati State Technical and Community College (1)	—	—	—	—	54.9	54.9	3.8	167	50	82	4	14.9
Clark State Community College (1)	47.0	39.9	33.7	29.5	—	35.7	0.7	56	63	—	—	9.4
Columbus State Community College (1)	71.1	59.7	49.5	40.0	—	53.7	29.7	221	45	61	—	8.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bens. ($)
Cuyahoga Community College District (1)	68.1	74.7	53.0	40.1	—	58.0	5.0	377	52	74	—	14.2
Edison State Community College (1)	50.1	39.3	40.8	—	—	*42.7	3.5	38	45	—	—	10.3
Hocking Technical College (1)	—	—	—	—	38.8	38.8	—	73	42	—	60	12.1
Jefferson Community College (1)	49.9	43.6	40.9	31.2	—	*41.8	0.6	35	69	—	—	13.9
Kent State University-Ashtabula Regional Campus (1)	73.2	+	45.5	—	—	*50.4	—	19	32	74	—	13.5
Kent State University-East Liverpool Regnl Campus (1)	+	51.4	37.9	—	—	*39.9	10.4	21	67	38	—	11.2
Kent State University-Geauga Campus (1)	—	49.0	41.7	—	—	*45.3	12.4	8	38	75	—	12.1
Kent State University-Salem Regional Campus (1)	+	49.3	44.2	—	—	*45.7	—	19	37	84	5	12.9
Kent State University-Stark Campus (1)	+	54.5	42.3	—	—	*46.2	—	53	32	55	5	12.6
Kent State University-Trumbull Regional Campus (1)	68.7	53.4	41.1	—	—	*46.6	10.6	47	23	72	2	12.6
Kent State University-Tuscaraws Regional Campus (1)	+	53.4	38.4	—	—	*44.4	7.8	28	46	61	—	12.4
Lakeland Community College (1)	67.0	55.2	49.4	45.8	—	59.0	—	114	46	85	—	16.1
Lima Technical College (1)	51.2	42.5	39.3	36.5	—	41.1	2.4	68	60	—	13	9.4
Lorain County Community College (1)	65.7	56.1	46.0	39.6	—	*51.7	2.6	95	52	68	4	11.1
Marion Technical College (1)	—	—	—	—	37.4	37.4	—	36	61	—	8	9.9
Miami University-Hamilton (1)	82.3	57.1	40.7	29.2	—	*50.2	—	56	50	61	—	14.3
Miami University-Middletown (1)	69.5	54.0	45.5	30.4	—	48.1	3.1	50	56	60	—	13.5
Muskingum Area Technical College (1)	50.6	44.7	38.0	33.9	—	39.9	—	50	52	0	—	11.9
North Central State College (1)	45.7	40.1	38.3	32.2	—	*38.9	1.7	47	49	—	30	10.7
Northwest State Community College (1)	—	—	—	—	40.2	40.2	–1.7	42	55	83	—	14.9
Ohio State University Agricultural Technical Inst (1)	—	51.9	43.8	44.9	—	*48.1	2.8	17	18	88	53	12.0
Owens Community College-Findlay Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
Owens Community College-Toledo Campus (1)	54.7	43.6	37.4	31.5	—	41.2	–0.6	157	48	79	1	16.2
Portage Lakes Career Center (3)	—	—	—	—	—	40.2	—	10	—	—	—	—
Sinclair Community College (1)	58.0	44.1	37.1	32.8	—	50.0	4.5	290	52	75	1	12.6
Southern State Community College (1)	+	48.0	40.5	30.3	—	*40.1	9.8	34	56	—	17	11.3
Stark State College of Technology (1)	—	38.2	37.8	33.7	—	36.4	–0.4	87	48	—	21	15.6
Terra State Community College (1)	50.2	44.5	39.8	—	—	*43.7	–2.1	45	36	69	—	11.7
University of Akron-Wayne College (1)	59.8	51.3	38.9	—	—	*49.6	3.6	26	50	65	7	14.7
University of Cincinnati-Clermont College (1)	61.0	44.5	32.9	29.4	—	*38.5	5.8	35	49	37	3	12.0
University of Cincinnati-Raymond Walters College (1)	61.1	48.3	37.0	—	—	*48.3	—	100	64	77	—	14.6
Washington State Community College (1)	46.1	36.8	29.1	—	—	*35.3	4.4	44	64	—	20	14.1
BA												
Shawnee State University (1)	58.3	50.3	39.7	30.5	—	45.1	1.2	116	44	61	—	14.1
BA+												
Central State University (1)	53.2	48.0	39.1	—	—	*45.1	10.2	75	24	80	—	7.2
Ohio State University-Lima Campus (1)	66.6	53.7	40.2	—	—	*50.4	—	32	22	72	18	10.3
Ohio State University-Mansfield Campus (1)	+	50.8	44.1	—	—	*47.3	—	42	21	57	5	9.9
Ohio State University-Marion Campus (1)	66.9	48.2	39.3	—	—	49.0	—	31	32	68	—	12.2
Ohio State University-Newark Campus (1)	65.8	49.9	41.5	—	—	*49.1	4.4	42	31	64	—	12.3
Ohio University-Chillicothe Branch (1)	+	49.8	39.7	36.6	—	*42.4	0.0	32	47	63	0	13.5
Ohio University-Eastern Campus (1)	+	+	44.1	—	—	*44.1	–3.0	20	25	35	—	13.6
Ohio University-Lancaster Branch (1)	+	51.3	40.5	—	—	*47.8	—	29	34	72	0	14.1
Ohio University-Southern Campus (1)	—	+	+	—	—	+	9.3	8	50	50	0	13.1
Ohio University-Zanesville Branch (1)	+	53.4	40.8	—	—	*46.8	—	27	41	81	0	14.2
Wright State University-Lake Campus (1)	—	49.1	+	—	—	*49.1	—	14	7	100	7	12.5
DOCTORAL												
Bowling Green State University-Main Campus (1)	71.8	56.0	44.2	31.9	—	49.9	1.1	691	39	48	4	10.3
Cleveland State University (1)	72.3	56.0	45.3	32.4	36.1	57.3	2.1	518	34	69	5	12.6
Kent State University-Main Campus (1)	75.4	55.7	44.3	—	—	58.9	—	599	35	74	8	15.7

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Medical College of Ohio (1)	—	58.0	47.5	40.9	—	46.6	2.7	31	100	3	73	10.4
Miami University-Oxford (1)	78.3	57.5	44.1	30.4	—	59.1	2.3	772	34	67	—	16.7
Ohio State University-Main Campus (1)	90.7	61.1	51.4	39.0	—	*71.4	5.7	1,598	28	78	23	13.7
Ohio University-Main Campus (1)	76.6	57.1	46.4	—	—	*58.8	1.4	697	32	66	—	15.6
University of Akron Main Campus (1)	69.5	55.0	45.9	39.2	—	56.3	2.5	652	39	61	4	13.4
University of Cincinnati-Main Campus (1)	78.3	57.7	47.3	36.4	—	64.3	—	1,083	30	78	4	19.6
University of Toledo (1)	74.5	53.1	44.9	41.4	—	59.9	6.4	486	28	81	13	17.1
Wright State University-Main Campus (1)	72.8	54.3	45.3	32.5	—	53.9	-1.6	362	34	63	19	12.9
Youngstown State University (1)	67.0	52.5	42.8	33.4	—	55.3	0.6	402	35	78	—	14.5
Private												
AA												
Chatfield College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Mercy College of Northwest Ohio (1)	—	+	37.1	34.5	—	*35.3	1.8	23	87	—	21	—
BA												
Antioch College (1)	+	+	+	—	—	+	—	6	33	17	89	10.7
Capital University-Cleveland Center (2)	—	—	—	—	—	—	—	—	—	—	—	—
Capital University-Dayton Center (2)	—	—	—	—	—	—	—	—	—	—	—	—
Cedarville College (1)	53.9	45.2	39.1	34.7	—	44.9	3.9	158	27	51	5	12.3
Cincinnati College of Mortuary Science (1)	—	—	—	—	—	—	—	—	—	—	100	—
Circleville Bible College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Cleveland Institute of Art (1)	—	—	—	—	—	—	—	—	—	—	100	—
College of Wooster (1)	63.6	48.3	40.6	32.4	—	*51.0	1.6	130	41	66	—	13.1
Columbus College of Art and Design (1)	45.2	38.4	31.9	26.1	—	36.6	6.2	67	30	—	7	9.0
David N Myers College (1)	+	34.3	+	—	—	*34.3	—	18	39	83	—	6.0
Denison University (1)	68.1	49.6	41.9	—	—	52.5	1.3	152	38	62	—	14.9
Gods Bible School and College (1)	+	9.2	+	—	—	*9.2	6.6	8	38	—	20	2.3
Hiram College (1)	59.0	44.7	37.2	—	—	*51.0	—	65	45	82	—	11.6
Kenyon College (1)	70.2	50.0	40.8	38.6	—	54.1	-0.4	141	38	67	—	13.0
Kettering College of Medical Arts (1)	42.7	40.3	35.6	—	—	*39.9	2.2	14	79	—	63	8.5
Lourdes College (1)	45.1	35.9	34.5	31.1	—	35.3	—	56	77	—	11	6.3
Mount Carmel College of Nursing (1)	+	—	44.7	43.9	—	*44.3	—	24	92	—	4	8.5
Mount Union College (1)	58.8	46.6	39.8	34.8	—	45.4	1.5	109	34	48	2	9.9
Northwestern College (1)	—	—	—	—	—	—	—	0	—	—	100	—
Ohio Dominican College (1)	55.7	47.0	37.9	33.5	—	*45.8	—	55	56	62	—	11.4
Ohio Northern University (1)	73.0	52.4	45.1	33.4	—	*55.8	0.0	193	28	60	—	13.6
Ohio Wesleyan University (1)	60.5	45.7	39.9	—	—	*52.8	4.3	126	34	79	—	17.4
Wilberforce University (1)	35.2	43.3	34.1	24.8	—	*37.3	—	45	47	58	—	15.5
Wilmington College (1)	48.6	40.1	37.1	—	—	41.4	—	60	35	55	—	10.0
Wittenberg University (1)	57.6	46.0	37.5	35.0	—	*47.7	-1.7	139	40	73	—	11.7
BA+												
Art Academy of Cincinnati (1)	43.1	+	+	—	+	*43.1	5.0	15	33	—	—	9.4
Baldwin-Wallace College (1)	60.3	48.7	40.6	—	—	51.2	-1.0	156	33	63	6	12.3
Bluffton College (1)	49.3	40.3	36.0	—	—	*41.7	—	66	41	53	—	9.1
Capital University (1)	69.0	44.1	36.6	28.0	—	52.1	3.4	148	45	64	15	13.6
Cincinnati Bible College and Seminary (1)	44.2	39.0	34.2	—	—	*39.2	31.5	24	21	—	11	4.6
College of Mount Saint Joseph (1)	55.2	46.2	39.7	31.5	—	42.1	4.0	120	66	40	—	7.8
Defiance College (1)	42.8	37.0	36.1	—	—	*38.1	2.4	38	42	58	—	7.1
Franciscan University of Steubenville (1)	50.0	42.9	35.4	29.2	—	*41.8	—	93	28	57	—	13.5
Franklin University (1)	—	—	—	—	33.4	33.4	—	8	50	—	82	7.1
Heidelberg College (1)	51.3	43.8	36.7	31.3	—	*43.5	5.1	70	34	54	—	7.9

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John Carroll University (1)	71.4	54.5	45.8	35.4	39.3	54.4	1.9	221	34	67	—	13.0
Lake Erie College (1)	40.8	35.6	32.4	—	—	*35.6	—	22	45	50	21	8.8
Malone College (1)	50.2	41.9	36.2	29.0	—	39.7	—	99	42	40	—	10.1
Marietta College (1)	58.8	46.4	37.7	—	—	*47.8	—	75	31	64	—	11.6
Methodist Theological School-Ohio (1)	55.1	+	38.4	—	—	*49.9	4.0	18	44	50	—	9.7
Mount Vernon Nazarene College (1)	45.4	40.5	36.4	—	—	*40.5	0.8	67	28	—	—	12.1
Muskingum College (1)	54.9	43.5	36.2	32.4	—	*43.3	—	82	37	57	—	12.0
Notre Dame College of Ohio (1)	37.0	33.4	28.2	—	—	*32.7	—	23	78	—	—	4.8
Oberlin College (1)	77.5	59.9	46.2	40.7	—	64.4	—	251	31	70	—	19.1
Otterbein College (1)	56.8	46.0	41.2	—	—	*48.5	4.3	128	48	45	—	14.0
Pontifical College Josephinum (1)	28.3	29.2	+	—	—	*28.8	—	18	28	—	—	7.8
The McGregor School of Antioch University (1)	—	—	—	—	—	—	—	—	—	—	100	—
The University of Findlay (1)	51.0	43.8	39.5	30.1	—	*41.2	1.6	110	45	57	15	9.5
Tiffin University (1)	60.7	44.7	42.0	—	—	*47.6	—	33	39	—	—	9.4
Trinity Lutheran Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
University of Rio Grande (1)	52.3	44.1	39.6	—	—	*45.9	—	80	34	85	—	13.8
Urbana University (1)	42.5	32.1	31.0	—	—	*34.7	3.9	38	32	58	—	7.6
Ursuline College (1)	46.3	39.6	35.5	30.7	—	*37.0	—	58	79	47	—	7.5
Walsh University (1)	46.6	39.3	34.2	—	—	39.3	—	45	49	51	25	9.7
DOCTORAL												
Ashland University (1)	59.5	47.9	38.5	32.5	—	47.1	-0.4	190	36	55	4	10.7
Case Western Reserve University (1)	90.3	65.1	56.6	39.1	—	*74.8	3.5	474	27	71	14	17.3
Cleveland Institute of Music (1)	—	—	—	—	—	—	—	—	—	—	100	—
Hebrew Union College-Jewish Institute of Religion (1)	—	—	—	—	—	—	—	—	—	—	100	—
Rabbinical College Telshe (1)	—	—	—	—	24.5	24.5	18.4	10	—	100	—	16.3
The Union Institute (1)	—	—	—	—	—	—	—	—	—	—	100	—
United Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
University of Dayton (1)	72.2	55.1	43.3	—	—	56.8	—	345	25	71	11	14.4
Winebrenner Theological Seminary (1)	+	—	33.7	—	—	*33.7	-12	6	17	33	—	13.2
Xavier University (1)	67.1	56.2	44.3	36.9	—	54.1	3.1	229	41	67	0	13.9
OKLAHOMA												
Public												
AA												
Carl Albert State College (1)	—	—	—	—	35.0	35.0	-4.2	25	56	—	32	8.6
Connors State College (3)	—	—	—	—	—	35.4	—	30	—	—	—	—
Eastern Oklahoma State College (1)	—	—	—	—	38.0	38.0	0.5	43	63	67	—	8.8
Murray State College (1)	+	—	35.0	35.2	—	*35.2	—	40	48	63	9	7.6
Northeastern Oklahoma Agricultural and Mech Coll (1)	—	—	—	—	33.7	33.7	5.6	75	44	100	12	8.0
Northern Oklahoma College (1)	—	—	—	—	36.0	36.0	-3.6	60	48	60	6	9.3
Oklahoma City Community College (1)	—	—	—	—	41.4	41.4	2.2	106	51	—	3	11.4
Oklahoma State University-Oklahoma City (1)	+	38.7	35.3	29.1	—	*34.3	1.3	48	56	54	30	10.5
Oklahoma State University-Okmulgee (1)	—	—	—	—	32.5	32.5	12.8	12	25	—	91	9.6
Redlands Community College (1)	—	—	—	—	33.9	33.9	-2.1	23	61	35	18	9.2
Rogers State University (1)	+	28.9	39.4	35.7	—	*35.7	3.4	44	48	—	19	13.0
Rose State College (1)	39.8	—	—	—	—	39.8	1.3	125	58	77	9	10.6
Seminole State College (1)	—	—	—	—	35.9	35.9	4.7	39	54	54	17	9.0
Tulsa Community College (1)	—	—	47.0	37.6	—	44.3	1.3	216	59	—	15	11.1
Western Oklahoma State College (1)	—	—	—	—	35.8	35.8	0.1	37	38	65	14	9.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
BA												
Oklahoma Panhandle State University (1)	43.2	40.2	34.7	29.0	—	33.9	—	46	28	24	12	9.8
University of Science and Arts of Oklahoma (1)	50.3	43.7	38.6	33.7	—	42.2	16.0	47	38	45	15	9.9
BA+												
Cameron University (1)	52.1	44.6	39.1	29.9	29.9	42.4	—	168	35	55	7	12.1
East Central University (1)	51.6	44.5	39.2	33.5	—	*42.6	-0.4	154	39	51	1	11.9
Langston University (1)	+	50.9	43.6	42.7	+	*45.2	19.9	77	49	14	39	10.1
Northeastern State University (1)	54.0	46.1	41.7	35.9	—	*45.0	2.9	246	35	46	11	12.9
Northwestern Oklahoma State University (1)	48.2	41.9	37.2	30.1	—	37.6	-3.1	74	55	34	13	9.0
Southeastern Oklahoma State University (1)	53.6	46.8	39.9	32.2	—	*42.0	0.0	142	38	37	5	9.3
Southwestern Oklahoma State University (1)	56.7	49.1	40.2	32.5	—	43.9	3.0	188	36	55	6	14.5
University of Central Oklahoma (1)	57.7	50.6	44.7	37.1	—	49.2	2.9	396	44	66	—	10.9
DOCTORAL												
Oklahoma State University-Main Campus (1)	69.7	52.0	46.5	26.8	—	*56.7	3.6	627	26	74	26	15.5
University of Oklahoma Norman Campus (1)	76.7	53.0	43.1	23.2	—	56.0	3.9	792	27	57	14	15.3
Private												
AA												
Bacone College (1)	+	27.7	+	26.5	—	*27.4	1.2	17	88	—	15	6.8
BA												
Bartlesville Wesleyan College (1)	—	—	—	—	34.7	34.7	3.3	26	27	—	16	12.7
Hillsdale Free Will Baptist College (1)	—	—	—	—	22.7	22.7	1.4	14	50	—	—	5.5
Metropolitan College of Legal Studies (1)	—	—	—	—	—	—	—	—	—	—	—	—
Mid America Bible College (1)	41.3	34.3	35.9	—	—	*36.8	—	15	20	—	—	6.1
Saint Gregory's University (1)	+	+	29.5	30.9	—	*30.7	6.0	25	48	28	—	5.2
BA+												
Oklahoma Baptist University (1)	47.3	39.9	35.0	27.3	+	*38.9	2.8	108	44	62	2	11.6
Oklahoma Christian University of Science and Arts (1)	51.7	43.9	37.0	—	—	*45.1	5.0	80	24	48	—	9.6
Oklahoma City University (1)	59.0	46.5	38.8	32.9	—	48.2	—	161	40	56	—	7.9
Southern Nazarene University (1)	40.4	35.3	31.2	—	—	*35.9	5.0	61	44	8	18	11.9
Southwestern College of Christian Ministries (1)	+	+	+	—	—	+	—	5	20	—	17	7.5
DOCTORAL												
American Bible College and Seminary (3)	—	—	—	—	—	7.6	—	3	—	—	—	—
Oral Roberts University (1)	50.0	39.9	33.3	28.6	—	*36.2	10.9	169	33	19	10	5.0
Phillips Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
University of Tulsa (1)	78.6	56.9	46.4	31.9	—	*58.8	13.0	296	30	59	4	12.6
OREGON												
Public												
AA												
Blue Mountain Community College (1)	—	—	—	—	44.4	44.4	-3.4	81	51	62	5	16.5
Central Oregon Community College (1)	55.0	47.9	39.2	34.0	—	44.5	1.8	87	45	61	—	16.4
Chemeketa Community College (1)	—	—	—	—	48.7	48.7	2.3	191	50	—	12	17.5
Clackamas Community College (1)	—	—	—	—	47.7	47.7	2.6	139	39	78	0	15.7
Clatsop Community College (1)	—	—	—	—	42.7	42.7	4.5	37	43	70	—	13.4
Columbia Gorge Community College (1)	—	—	—	—	39.3	*39.3	—	5	20	—	—	12.7
Lane Community College (1)	—	—	—	—	43.5	43.5	-1.8	273	55	100	—	17.6
Linn-Benton Community College (1)	—	—	—	—	42.7	42.7	1.3	184	56	—	—	12.0
Mt Hood Community College (1)	—	—	—	—	50.2	50.2	12.1	154	46	60	8	17.3

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# Of Fac. (#)	% Fem. (%)	% Ten. (%)	% 11/12 (%)	Avg. Bene. ($)
Oregon Coast Community College (1)	—	—	—	—	+	+	7.0	4	50	0	—	13.0
Portland Community College (1)	—	—	—	—	50.3	50.3	1.5	423	54	72	—	14.4
Rogue Community College (1)	—	—	—	—	43.3	43.3	1.0	96	58	41	7	16.0
Southwestern Oregon Community College (1)	46.3	39.8	35.8	32.0	—	38.0	—	64	50	53	17	12.0
Tillamook Bay Community College (1)	—	—	—	—	+	+	—	2	0	0	33	—
Treasure Valley Community College (1)	—	—	—	—	44.3	44.3	4.8	44	39	64	32	14.4
Umpqua Community College (1)	—	—	—	—	46.0	46.0	1.3	60	55	—	—	16.0
BA+												
Eastern Oregon University (1)	52.0	40.5	36.3	28.9	—	41.2	—	77	35	43	3	14.5
Oregon Institute of Technology (1)	54.0	48.5	43.3	34.1	—	46.5	0.8	112	27	51	2	14.5
Southern Oregon University (1)	52.2	43.4	37.3	28.5	—	42.6	3.3	166	36	45	5	14.6
Western Oregon University (1)	52.9	42.3	34.3	27.5	—	*40.5	3.6	155	42	45	3	14.3
DOCTORAL												
Oregon Health Sciences University (1)	+	46.5	40.7	35.6	—	*40.8	8.3	25	96	16	97	7.2
Oregon State University (1)	68.0	52.3	46.9	31.3	35.1	*52.1	—	424	33	61	29	16.8
Portland State University (1)	64.5	50.0	43.9	34.0	34.9	52.4	0.2	418	36	58	10	16.5
University of Oregon (1)	71.2	51.9	44.6	32.0	51.7	53.6	1.6	641	35	59	4	16.5
Private												
AA												
Heald College (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA												
Cascade College (1)	+	+	37.5	—	—	*37.5	–9.1	10	30	—	—	5.6
Eugene Bible College (1)	—	—	—	—	+	+	—	1	100	—	88	—
Linfield College-Portland Campus (1)	51.4	43.7	+	—	—	*45.0	—	28	71	82	—	20.0
Oregon College of Art and Craft (1)	—	28.2	22.9	—	—	*24.1	—	16	63	—	—	5.6
Pacific Northwest College of Art (1)	42.0	36.2	+	—	—	*39.7	11.6	15	27	80	—	7.2
Western Baptist College (1)	43.6	36.9	32.2	—	—	*36.3	6.0	30	23	—	—	11.6
BA+												
Concordia University (1)	—	—	—	—	—	—	—	—	—	—	100	—
Lewis and Clark College (1)	77.0	56.4	43.2	38.1	—	*58.3	—	190	38	52	—	15.7
Linfield College (1)	57.5	42.5	36.2	—	—	*48.8	—	92	27	78	2	19.3
Multnomah Bible College and Biblical Seminary (1)	41.0	36.5	34.7	31.0	—	*37.4	3.5	28	18	—	—	8.4
Northwest Christian College (1)	+	33.7	+	—	—	*33.7	2.0	16	31	—	16	12.3
Oregon College of Oriental Medicine (1)	—	—	—	—	46.9	*46.9	—	4	25	—	60	4.6
Reed College (1)	74.8	54.9	45.8	—	—	61.2	4.1	111	33	68	—	14.5
University of Portland (1)	64.4	53.2	42.3	31.0	—	*50.3	—	157	35	54	2	12.3
Warner Pacific College (1)	41.4	34.4	28.5	—	—	*33.4	—	35	37	—	—	11.6
Willamette University (1)	71.9	53.3	44.2	37.5	—	59.9	—	172	36	67	—	16.5
DOCTORAL												
George Fox University (1)	52.7	45.3	40.5	35.6	—	*44.9	3.6	91	27	25	25	12.9
Oregon Graduate Institute of Science and Tech (1)	—	—	—	—	—	—	—	—	—	—	100	—
Pacific University (1)	58.5	45.5	39.2	29.9	—	45.1	—	112	48	50	31	9.6
Western Seminary (1)	46.1	39.5	+	—	—	*43.6	10.0	17	18	—	23	19.3
PENNSYLVANIA												
Public												
AA												
Bucks County Community College (1)	60.2	40.2	34.2	32.1	—	*56.8	–6.3	143	43	90	2	15.5
Butler County Community College (1)	51.2	43.8	34.8	34.9	—	*43.9	—	57	51	82	—	11.0

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Community College of Allegheny County (1)	51.4	43.8	42.6	41.2	—	*48.9	—	263	46	91	3	14.8
Community College of Beaver County (1)	52.9	48.8	+	—	—	*51.6	—	42	52	95	—	16.1
Community College of Philadelphia (1)	63.5	59.3	48.7	32.0	—	*53.9	–0.3	312	47	84	14	18.0
Delaware County Community College (1)	71.2	63.2	54.1	—	—	*65.5	5.5	110	46	90	—	20.3
Harrisburg Area Community College-Harrisburg (1)	63.7	45.5	39.4	34.5	—	53.5	—	132	44	87	9	15.9
Harrisburg Area Community College-Lancaster (1)	—	—	39.3	35.2	—	*38.1	—	12	50	58	20	13.5
Lehigh Carbon Community College (1)	59.7	48.4	43.9	37.5	—	50.0	1.8	73	58	0	4	13.2
Luzerne County Community College (1)	61.0	43.6	37.2	40.0	—	*45.5	—	100	42	0	26	16.0
Montgomery County Community College (1)	64.1	57.6	46.7	37.3	—	*55.4	—	131	49	79	—	21.6
Northampton County Area Community College (1)	61.1	51.9	42.6	—	—	*53.0	—	75	45	67	3	14.0
Reading Area Community College (1)	46.3	37.1	37.0	—	—	*43.3	5.3	47	70	0	6	13.7
Thaddeus Stevens College of Technology (1)	—	—	—	—	47.4	47.4	0.1	47	15	66	—	14.0
University of Pittsburgh-Titusville (1)	—	39.6	33.3	—	—	36.6	—	15	47	27	21	9.3
Westmoreland County Community College (1)	60.4	48.3	39.4	33.7	—	*45.8	—	83	45	0	—	14.3
BA												
Clarion University of Pennsylvania-Venango Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
Pennsylvania College of Technology (1)	64.2	57.6	52.4	48.6	—	53.9	—	242	24	78	—	14.4
Pennsylvania State Univ-Penn State New Kensington (1)	+	53.6	48.3	43.2	—	*48.3	—	33	36	55	3	12.2
Pennsylvania State University-Penn State Hazleton (1)	61.5	52.5	44.3	35.3	—	*42.3	0.2	47	38	40	6	11.0
University of Pittsburgh-Bradford (1)	57.3	47.4	39.0	30.9	—	*43.4	—	49	41	47	9	10.7
University of Pittsburgh-Greensburg (1)	57.7	45.9	36.3	28.4	+	*42.7	3.2	58	48	53	3	10.5
University of Pittsburgh-Johnstown (1)	59.8	48.2	37.6	34.3	—	*45.0	2.2	115	29	62	9	11.1
BA+												
Bloomsburg University of Pennsylvania (1)	77.8	63.2	48.6	41.6	—	*63.5	—	325	36	79	—	16.3
California University of Pennsylvania (1)	78.1	62.3	49.8	33.7	—	64.6	5.7	275	34	74	1	17.0
Cheyney University of Pennsylvania (1)	79.8	64.5	49.3	35.5	—	61.6	–0.1	92	45	66	—	19.3
Clarion University of Pennsylvania (1)	78.9	62.7	46.9	34.5	—	60.5	2.1	278	40	73	—	17.2
East Stroudsburg University of Pennsylvania (1)	78.7	63.5	47.2	34.0	—	63.2	2.8	237	32	76	—	16.4
Edinboro University of Pennsylvania (1)	78.1	61.8	50.7	35.1	—	58.8	0.7	370	42	72	3	13.8
Kutztown University of Pennsylvania (1)	78.8	63.7	45.5	32.9	—	59.5	1.5	398	40	69	1	17.1
Lincoln University (1)	60.8	47.1	36.7	32.9	+	*45.7	—	85	35	53	—	10.0
Lock Haven University of Pennsylvania (1)	77.7	62.1	46.9	35.8	—	56.8	5.4	202	38	66	—	13.4
Lock Haven University-Clearfield Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
Mansfield University of Pennsylvania (1)	76.5	62.9	49.6	33.8	—	61.6	—	169	39	78	—	17.9
Millersville University of Pennsylvania (1)	78.9	63.0	47.0	—	—	*63.7	—	286	39	76	—	16.9
Pennsylvania State Univ-Penn St Erie-Behrend Coll (1)	69.8	64.8	51.3	41.4	—	*51.6	—	158	25	35	2	13.2
Pennsylvania State Univ-Penn St Worthington Scrntn (1)	+	54.2	48.3	43.8	—	*48.1	—	56	34	43	3	12.5
Pennsylvania State Univ-Penn State Lehigh Valley (1)	+	50.5	45.9	—	—	*48.4	4.8	20	45	60	17	11.9
Pennsylvania State University-Delaware County (1)	66.6	53.4	46.9	37.0	—	*50.0	–0.1	60	53	52	3	11.8
Pennsylvania State University-Penn St McKeesport (1)	68.2	50.3	45.0	40.8	—	*48.5	0.5	35	31	57	3	11.6
Pennsylvania State University-Penn State Abington (1)	67.0	53.6	43.7	33.8	—	*45.0	—	92	39	49	—	11.8
Pennsylvania State University-Penn State Altoona (1)	59.6	51.4	43.4	38.1	—	*44.7	—	110	33	44	3	11.8
Pennsylvania State University-Penn State Beaver (1)	+	55.3	45.8	33.6	—	*46.6	5.3	30	23	50	9	11.7
Pennsylvania State University-Penn State Berks (1)	+	55.3	46.4	38.3	—	*45.3	2.9	69	42	25	5	11.3
Pennsylvania State University-Penn State Dubois (1)	58.4	51.3	43.6	41.6	—	*45.8	—	38	18	45	10	11.9
Pennsylvania State University-Penn State Fayette (1)	+	53.6	43.1	35.1	—	*43.3	0.6	46	33	41	2	11.0
Pennsylvania State University-Penn State Mont Alto (1)	61.0	50.6	43.7	40.2	—	*43.2	5.0	54	61	31	5	11.2
Pennsylvania State University-Penn State Schuylkil (1)	67.9	55.0	46.7	37.8	—	*46.8	—	43	33	40	2	11.1
Pennsylvania State University-Penn State Shenango (1)	+	52.2	44.9	41.8	—	*44.5	2.3	29	38	38	9	12.6
Pennsylvania State University-Penn State Wilkes-Ba (1)	+	55.0	48.3	40.7	—	*48.1	3.0	32	16	41	11	12.9

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Pennsylvania State University-Penn State York (1)	65.6	52.4	47.8	35.1	—	*46.7	2.6	51	27	49	14	12.3
Shippensburg University of Pennsylvania (1)	79.2	62.5	48.2	36.5	—	62.6	—	295	37	67	—	18.3
West Chester University of Pennsylvania (1)	78.1	64.4	49.2	42.4	—	63.5	2.0	453	41	77	—	15.6
DOCTORAL												
Indiana University of Pennsylvania-Main Campus (1)	78.4	62.7	48.2	35.4	—	62.2	2.0	661	40	67	1	17.1
Pennsylvania State University-Main Campus (1)	89.5	60.3	50.7	34.4	38.6	65.6	3.9	1,675	29	61	16	14.7
Pennsylvania State University-Penn St Great Valley (1)	+	70.4	56.5	—	—	*60.9	3.8	33	33	18	—	13.9
Pennsylvania State University-Penn St Harrisburg (1)	81.7	62.2	50.0	39.9	—	*57.3	—	131	31	53	7	13.8
Slippery Rock University of Pennsylvania (1)	78.8	62.8	50.6	39.7	—	62.0	4.2	348	42	72	0	15.1
Temple University (1)	92.6	68.4	46.5	43.7	—	73.3	2.3	1,016	34	74	5	18.0
University of Pittsburgh-Main Campus (1)	86.7	59.2	51.7	38.1	—	*67.6	3.4	747	31	71	39	15.7
Private												
AA												
Bidwell Training Center Inc (1)	—	—	—	—	—	—	—	—	—	—	100	—
Court Reporting Institute of Orleans Techn Inst (1)	—	—	—	—	—	—	—	—	—	—	100	—
Electronic Institute-Middletown (1)	—	—	—	—	—	—	—	—	—	—	100	—
Harcum College (1)	+	35.8	+	30.7	—	*33.6	10.0	16	69	44	50	8.1
Johnson Technical Institute (1)	—	—	—	—	38.5	38.5	18.8	21	19	0	—	9.0
Lackawanna Junior College (1)	33.1	29.2	+	—	+	*30.8	–2.2	16	38	81	—	9.2
Manor College (1)	35.4	28.8	25.2	—	—	*29.3	1.1	18	83	0	14	5.5
Mercy Hospital School of Nursing (3)	—	—	—	—	—	—	—	—	—	—	—	—
Pennsylvania Institute of Technology (1)	—	—	—	—	—	—	—	—	—	—	100	—
Pittsburgh Institute of Aeronautics (1)	—	—	—	—	—	—	—	—	—	—	100	—
Pittsburgh Institute of Mortuary Science Inc (1)	—	—	—	—	—	—	—	—	—	—	100	—
Rosedale Technical Institute (1)	—	—	—	—	—	—	—	0	—	—	100	—
The Reading Hospital and Medical Center (3)	—	—	—	—	—	—	—	—	—	—	—	—
Valley Forge Military College (1)	48.7	41.2	35.6	—	—	*41.2	2.1	14	29	—	—	9.5
BA												
Albright College (1)	54.1	47.1	38.0	—	—	*48.3	5.9	73	40	67	—	14.4
Allegheny College (1)	65.3	51.0	39.7	—	—	*50.8	2.9	131	31	56	—	13.5
Alvernia College (1)	+	42.3	39.3	31.1	—	*39.4	2.6	52	60	52	—	9.0
Cedar Crest College (1)	61.1	45.6	39.5	28.4	—	*44.3	—	61	61	41	9	9.1
Dickinson College (1)	71.2	54.3	42.0	*37.6	—	53.3	4.6	156	38	59	—	14.6
Franklin and Marshall College (1)	80.2	55.7	44.9	40.7	—	60.8	—	161	32	61	—	20.1
Gettysburg College (1)	75.8	56.6	44.6	38.9	—	58.5	2.8	161	42	60	—	17.3
Haverford College (1)	82.6	61.9	48.3	—	—	*63.8	—	102	44	58	—	24.4
Juniata College (1)	59.7	44.9	39.5	32.1	—	*49.4	2.8	83	31	34	—	13.1
Keystone College (1)	40.1	34.3	36.7	26.4	—	*35.0	2.9	40	60	70	—	9.1
Lafayette College (1)	82.4	63.1	48.1	45.3	—	*64.1	5.0	178	25	67	—	17.1
Lycoming College (1)	60.2	51.3	42.9	35.9	—	48.8	—	86	34	71	—	13.8
Messiah College (1)	57.2	48.5	40.7	36.6	—	47.0	6.6	141	34	55	—	14.7
Moore College of Art and Design (1)	35.4	33.5	+	—	—	*34.9	—	37	49	76	—	7.2
Mount Aloysius College (1)	+	47.1	39.8	33.0	—	*38.5	—	47	64	4	18	9.0
Muhlenberg College (1)	64.3	50.0	41.4	39.4	—	*50.7	—	114	45	62	—	14.0
Peirce College (1)	47.0	+	+	—	—	*47.0	9.3	15	60	0	52	10.8
Pennsylvania School of Art and Design (1)	—	—	—	—	—	—	—	—	—	—	100	—
Saint Vincent College (1)	57.4	47.4	37.8	33.1	—	44.5	3.0	65	20	48	—	12.6
Susquehanna University (1)	61.9	51.7	40.4	—	—	*48.6	—	97	36	52	—	10.9
Swarthmore College (1)	94.2	66.4	51.6	45.4	—	74.7	—	174	37	69	—	18.3
Talmud Yeshiva of Philadelphia (1)	—	—	—	—	—	—	—	—	—	—	100	—

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Thiel College (1)	47.6	39.5	34.8	22.9	—	*41.0	-0.6	56	36	64	2	10.6
Ursinus College (1)	63.9	53.0	44.5	32.0	—	*55.2	—	92	45	68	—	15.7
Valley Forge Christian College (1)	+	38.0	32.6	30.2	—	*33.5	12.5	24	29	0	—	5.8
Washington & Jefferson College (1)	65.2	48.1	37.6	38.8	—	51.9	0.5	86	29	62	2	15.6
Wilson College (1)	51.9	37.1	32.8	—	—	*36.8	2.0	38	61	45	10	6.5
BA+												
Allentown College of Saint Francis De Sales (1)	+	51.9	52.2	24.3	—	*44.4	—	60	37	35	9	9.8
American College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Bucknell University (1)	80.7	61.0	50.1	40.8	—	*62.5	—	280	34	64	—	22.2
Cabrini College (1)	53.4	39.7	36.4	34.3	—	*41.3	-4.0	58	55	53	—	12.2
Carlow College (1)	61.1	46.7	38.5	31.6	—	*43.1	-2.1	61	70	23	—	10.5
Chatham College (1)	55.7	43.9	33.6	23.2	—	*40.3	—	40	50	45	30	9.8
College Misericordia (1)	63.3	46.4	41.5	—	—	*45.8	3.8	70	53	57	19	9.9
Curtis Institute of Music (1)	—	—	—	—	+	+	—	1	100	0	—	—
Delaware Valley College (1)	62.2	49.9	40.4	28.7	—	*45.5	1.1	77	29	49	4	10.5
Dickinson School of Law (1)	98.5	+	+	55.6	—	*91.7	3.0	27	37	59	4	16.5
Eastern College (1)	57.3	49.3	37.9	34.2	—	*46.5	8.4	73	47	36	1	10.5
Elizabethtown College (1)	62.4	52.8	43.8	34.3	—	*51.2	0.3	103	34	61	—	13.5
Evangelical School of Theology (1)	+	+	+	—	—	+	3.0	5	—	—	—	10.2
Geisinger Medical Center (3)	—	—	—	—	—	—	—	—	—	—	—	—
Geneva College (1)	51.4	44.4	37.6	—	—	*42.9	0.4	74	24	50	—	12.7
Gratz College (1)	+	+	+	—	—	+	-16	8	50	38	—	10.6
Gwynedd Mercy College (1)	55.9	46.8	39.1	34.0	—	*42.8	2.3	70	80	66	5	8.7
Holy Family College (1)	58.2	44.7	40.9	—	—	*47.4	—	73	59	19	4	11.4
King's College (1)	58.2	48.3	43.3	—	+	*48.6	2.0	96	27	66	9	13.2
La Roche College (1)	56.5	45.8	38.9	—	—	*48.4	—	45	51	0	—	9.8
Lancaster Bible College (1)	40.1	35.8	31.1	—	—	*35.2	0.1	24	38	0	—	7.9
Lebanon Valley College (1)	57.6	45.4	40.0	—	—	*49.4	—	81	32	65	—	12.4
Lutheran Theological Seminary at Gettysburg (1)	53.6	46.4	+	—	—	*48.6	—	13	23	69	—	11.8
Mercyhurst College (1)	56.7	46.1	37.7	28.6	—	*40.3	—	119	42	34	—	8.8
Moravian College and Theological Seminary (1)	60.8	49.8	40.4	30.7	—	*51.9	—	98	36	79	—	13.0
Neumann College (1)	45.0	42.0	35.7	31.3	—	*38.3	3.6	49	63	0	6	8.9
Pennsylvania Academy of the Fine Arts (1)	—	—	—	—	12.7	12.7	-6.5	50	32	0	—	3.2
Pennsylvania College of Optometry (1)	—	47.9	—	—	—	47.9	—	3	—	100	92	37.2
Philadelphia College of Bible (1)	44.0	39.8	36.0	—	—	39.8	—	44	23	0	—	10.0
Philadelphia University (1)	60.1	50.9	39.7	—	—	46.2	-2.6	83	37	46	12	13.6
Point Park College (1)	53.1	41.1	34.5	24.6	+	*43.8	9.2	76	36	68	—	11.1
Reformed Presbyterian Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Robert Morris College (1)	64.7	56.7	46.3	—	—	*55.5	—	84	24	0	7	15.9
Rosemont College (1)	50.6	43.9	33.2	—	—	*41.1	-14	40	63	73	—	8.1
Saint Charles Borromeo Seminary-Overbrook (1)	—	—	—	—	—	—	—	—	—	—	100	—
Saint Francis College (1)	56.9	49.4	42.3	34.6	—	47.0	—	61	43	56	25	10.9
Seton Hill College (1)	50.4	43.0	35.1	—	—	*40.3	—	51	59	45	12	9.0
The University of the Arts (1)	56.1	43.1	36.6	—	—	45.1	2.0	101	36	55	—	12.8
Trinity Episcopal School for Ministry (1)	49.8	+	+	—	—	*49.8	—	9	11	—	—	15.8
University of Scranton (1)	68.5	60.3	47.5	42.0	—	*58.8	—	243	32	76	—	18.9
Waynesburg College (1)	49.6	39.8	36.7	32.3	—	40.2	—	55	45	38	—	12.9
Westminster College (1)	57.4	45.3	36.9	33.1	—	*47.2	—	95	35	71	—	10.3
Widener University-Harrisburg Campus (1)	97.0	76.4	+	—	—	*84.6	4.0	17	47	82	23	21.4
Wilkes University (1)	59.2	48.0	39.4	—	—	48.1	2.6	100	32	65	12	11.3
WVHCS Hospital School of Medical Technology (3)	—	—	—	—	—	—	—	—	—	—	—	—

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Yeshivath Beth Moshe (1)	—	—	—	—	28.1	28.1	—	5	—	100	—	26.2
York College Pennsylvania (1)	73.3	58.3	49.5	—	—	*55.0	1.8	126	40	53	3	17.2
DOCTORAL												
Baptist Bible College and Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Beaver College (1)	70.6	55.3	44.5	30.6	—	51.2	–1.8	86	51	51	9	12.3
Biblical Theological Seminary (3)	—	—	—	—	—	—	—	—	—	—	—	—
Bryn Mawr College (1)	85.6	61.7	48.6	46.9	—	*65.8	—	141	57	60	—	15.1
Carnegie Mellon University (1)	100.5	70.5	62.8	—	—	*84.4	—	490	20	66	10	20.9
Chestnut Hill College (1)	+	37.7	33.5	—	—	*35.0	12.0	28	89	39	18	8.7
Drexel University (1)	80.0	61.1	59.0	34.5	—	60.5	5.5	449	27	51	—	14.1
Duquesne University (1)	72.9	55.1	47.5	41.6	—	57.8	3.9	271	31	70	28	15.1
Eastern Baptist Theological Seminary (1)	49.1	+	—	—	—	*49.1	2.6	8	13	63	—	19.1
Gannon University (1)	52.9	44.0	38.8	30.7	—	*41.4	—	132	38	57	16	14.5
Immaculata College (1)	58.4	45.2	35.5	32.7	—	*40.2	0.1	46	65	28	—	12.9
La Salle University (1)	68.7	54.9	45.2	34.5	—	*53.2	—	182	39	68	—	13.5
Lancaster Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Lehigh University (1)	88.5	63.2	51.8	34.3	—	*75.5	—	391	19	86	—	20.4
Lutheran Theological Seminary at Philadelphia (1)	50.6	44.1	+	—	—	*47.3	8.8	14	43	64	—	20.9
Marywood University (1)	59.1	48.1	40.3	—	—	*47.3	2.7	117	51	60	—	11.6
MCP Hahnemann University (1)	—	—	—	—	—	—	—	—	—	—	100	—
Pittsburgh Theological Seminary (1)	70.4	56.9	+	—	—	*60.3	—	18	22	61	—	17.2
Reconstructionist Rabbinical College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Saint Joseph's University (1)	77.2	60.5	46.2	35.6	—	55.8	–0.9	223	35	57	—	15.6
Thomas Jefferson University (1)	—	+	52.4	41.2	—	*45.4	—	19	79	0	57	15.5
University of Pennsylvania (1)	115.0	84.0	70.0	—	—	99.7	6.9	919	22	79	6	27.8
University of the Sciences in Philadelphia (1)	—	—	—	—	—	—	—	—	—	—	100	—
Villanova University (1)	91.6	62.8	53.9	39.0	—	67.1	3.4	466	27	79	—	18.6
Westminster Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Widener University-Main Campus (1)	65.6	54.1	44.5	35.4	—	*52.9	1.8	183	45	70	17	16.3
RHODE ISLAND												
Public												
AA												
Community College of Rhode Island (1)	54.2	39.5	35.5	—	—	*46.3	2.7	268	55	80	4	14.6
BA+												
Rhode Island College (1)	59.1	50.5	43.3	—	—	*52.1	1.2	304	41	75	1	15.2
DOCTORAL												
University of Rhode Island (1)	76.3	57.5	46.3	—	—	*66.5	—	529	30	81	15	18.9
Private												
BA												
New England Institute of Technology (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA+												
Bryant College (1)	84.1	74.7	56.1	36.5	—	69.7	2.9	130	28	60	0	17.7
Providence College (1)	77.1	62.7	49.8	38.7	—	59.4	2.3	234	34	72	0	17.0
Rhode Island School of Design (1)	73.6	55.2	43.7	—	—	61.6	13.1	135	41	1	—	16.2
Roger Williams University (1)	63.3	55.1	49.9	—	—	58.4	4.8	123	28	69	—	13.3

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DOCTORAL												
Brown University (1)	91.6	61.7	53.0	48.7	—	*75.8	3.2	539	28	74	—	17.4
Johnson & Wales University (1)	50.3	43.6	37.5	33.6	—	40.6	3.4	241	40	—	—	10.1
Salve Regina University (1)	56.8	47.2	39.7	36.9	—	45.7	—	110	57	52	0	12.6
SOUTH CAROLINA												
Public												
AA												
Aiken Technical College (1)	—	—	—	—	39.0	39.0	7.0	56	41	0	—	9.4
Central Carolina Technical College (1)	—	—	—	—	36.0	36.0	6.4	67	52	0	—	9.0
Chesterfield-Marlboro Technical College (1)	—	—	—	—	31.5	31.5	0.2	29	48	0	—	7.4
Denmark Technical College (1)	—	—	—	—	31.0	31.0	5.2	29	45	0	—	4.7
Florence Darlington Technical College (1)	—	—	—	—	37.0	37.0	5.8	95	55	0	—	9.7
Greenville Technical College (1)	—	—	—	—	35.5	35.5	5.0	243	56	0	—	9.4
Horry-Georgetown Technical College (1)	—	—	—	—	38.5	38.5	4.3	105	46	0	—	9.9
Midlands Technical College (1)	—	—	—	—	38.0	38.0	6.3	216	54	0	—	9.7
Orangeburg Calhoun Technical College (1)	—	—	—	—	32.4	32.4	6.0	77	60	0	—	8.5
Piedmont Technical College (1)	—	—	—	—	33.7	33.7	3.8	98	49	0	—	7.9
Spartanburg Technical College (1)	—	—	—	—	35.1	35.1	5.6	94	52	0	—	8.8
Technical College of the Lowcountry (1)	—	—	—	—	36.9	36.9	12.2	41	59	0	—	8.4
Tri-County Technical College (1)	—	—	—	—	35.5	35.5	3.9	92	50	0	—	10.8
Trident Technical College (1)	—	—	—	—	39.2	39.2	6.1	223	49	0	—	8.6
University of South Carolina at Beaufort (1)	54.0	42.3	38.2	—	—	*43.7	—	22	27	55	4	10.1
University of South Carolina at Lancaster (1)	56.1	47.0	+	—	—	*51.9	—	19	37	68	17	10.9
University of South Carolina at Salkehatchie (1)	51.7	41.7	34.3	—	—	*42.6	9.2	17	18	65	15	10.1
University of South Carolina at Sumter (1)	52.1	43.2	35.8	—	—	*46.5	6.2	36	25	69	10	10.6
University of South Carolina at Union (1)	51.5	+	+	—	—	*51.5	—	6	33	83	25	11.1
Williamsburg Technical College (1)	—	—	—	—	29.3	29.3	4.6	13	54	0	—	8.8
York Technical College (1)	—	—	—	—	37.3	37.3	6.1	100	54	0	—	8.9
BA+												
Citadel Military College of South Carolina (1)	59.8	48.3	39.6	31.4	—	*50.3	—	144	24	74	1	11.2
Coastal Carolina University (1)	58.6	47.3	41.2	29.9	—	*44.6	—	162	33	52	8	13.8
College of Charleston (1)	60.2	49.0	40.2	34.1	—	46.4	5.8	377	37	54	9	11.1
Francis Marion University (1)	55.3	47.4	39.0	29.9	—	46.3	—	147	27	58	8	10.8
Lander University (1)	54.9	45.4	39.0	32.0	—	45.8	4.3	117	40	72	4	11.1
University of South Carolina at Aiken (1)	57.9	46.9	42.3	33.8	—	46.2	1.3	105	47	60	15	10.8
University of South Carolina at Spartanburg (1)	56.6	46.9	39.0	32.3	—	*45.8	—	134	52	61	3	10.7
Winthrop University (1)	55.4	46.0	39.8	29.7	—	*45.5	2.6	244	40	61	2	11.5
DOCTORAL												
Clemson University (1)	76.7	57.8	48.2	33.5	—	60.7	7.0	827	27	66	12	13.5
Medical University of South Carolina (1)	+	49.2	41.6	41.6	—	*45.7	—	15	93	33	95	12.4
South Carolina State University (1)	51.6	46.9	40.1	31.7	+	*43.6	2.2	187	39	48	14	8.1
University of South Carolina at Columbia (1)	79.6	58.3	48.8	37.5	—	62.3	5.5	926	28	68	11	13.4
Private												
AA												
Spartanburg Methodist College (1)	—	—	—	—	34.9	34.9	5.0	20	50	50	—	5.6

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BA												
Allen University (1)	—	+	—	—	28.4	*28.4	–1.0	14	29	—	—	3.6
Anderson College (3)	—	—	—	—	—	36.0	—	45	—	—	—	—
Benedict College (1)	53.0	46.6	38.2	30.4	—	*38.7	—	78	37	23	19	6.6
Claflin College (1)	50.9	43.8	35.4	29.2	—	38.9	—	69	39	14	—	6.8
Coker College (3)	—	—	—	—	—	42.1	—	47	—	—	—	—
Johnson & Wales University-Charleston (3)	—	—	—	—	—	35.3	—	39	—	—	—	—
Limestone College (1)	35.1	32.2	29.0	—	15.0	*26.0	—	50	34	28	—	5.0
Morris College (3)	—	—	—	—	—	31.7	—	40	—	—	—	—
Newberry College (1)	41.8	34.0	32.6	—	—	*35.6	—	48	38	60	—	7.3
North Greenville College (1)	38.4	34.3	30.2	27.0	—	*32.7	—	46	43	2	4	7.7
Presbyterian College (1)	57.3	43.3	35.3	31.3	—	*45.4	2.7	77	29	66	—	11.6
Southern Methodist College (1)	—	—	—	—	+	+	—	2	100	—	71	—
Voorhees College (1)	33.9	35.6	32.1	26.2	—	*32.1	–3.1	25	20	—	19	6.9
Wofford College (1)	62.3	48.9	39.6	37.7	—	*52.9	—	72	25	75	—	14.2
BA+												
Charleston Southern University (1)	49.3	41.2	36.4	32.1	—	*39.5	4.6	82	39	18	4	7.6
Columbia College (1)	48.1	44.9	39.2	31.5	—	42.2	—	91	68	42	—	10.6
Converse College (1)	55.3	44.0	37.4	—	31.3	*42.8	—	81	52	58	—	9.9
Furman University (1)	65.6	48.4	40.4	31.9	—	*53.5	3.9	200	27	70	—	15.8
Lutheran Theological Southern Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Southern Wesleyan University (1)	34.3	30.6	26.6	—	—	*31.4	—	39	28	51	5	6.3
DOCTORAL												
Columbia International University (1)	—	—	—	—	—	—	—	—	—	—	100	—
Erskine College and Seminary (1)	47.7	31.5	33.3	—	—	*40.7	–4.2	50	26	46	—	9.4
SOUTH DAKOTA												
Public												
AA												
Lake Area Technical Institute (1)	—	—	—	—	34.0	34.0	0.1	38	26	—	45	7.6
Mitchell Technical Institute (1)	—	—	—	—	35.7	35.7	14.9	43	26	—	9	9.2
Si Tanka College (1)	—	—	20.5	—	12.7	*17.1	—	9	22	—	—	1.9
Southeast Technical Institute (1)	—	—	—	—	37.1	37.1	4.9	70	37	66	—	8.0
Western Dakota Technical Institute (1)	—	—	—	—	30.4	30.4	0.0	52	29	—	9	6.8
BA+												
Black Hills State University (1)	52.2	41.7	37.8	33.0	—	40.8	7.8	114	32	43	—	8.4
Dakota State University (1)	58.6	45.5	44.1	31.1	—	*41.9	—	62	42	23	14	8.1
Northern State University (1)	50.2	42.7	35.6	25.2	—	*42.1	—	89	21	62	1	8.5
Oglala Lakota College (1)	—	—	—	—	31.8	31.8	9.3	46	50	—	—	3.4
Sinte Gleska University (3)	—	—	—	—	—	—	—	2	—	—	—	—
DOCTORAL												
South Dakota School of Mines and Technology (1)	65.5	50.3	43.6	32.4	—	*54.4	6.9	100	20	61	—	10.2
South Dakota State University (1)	54.4	45.6	40.8	35.8	—	45.5	5.8	266	38	51	25	8.9
University of South Dakota (1)	59.7	47.0	38.3	28.4	—	45.0	6.0	281	40	52	13	8.8
Private												
AA												
Kilian Community College (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA												
Presentation College (1)	+	39.2	31.4	28.0	—	*31.7	3.7	25	72	44	4	8.4

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BA+												
Augustana College (1)	52.1	43.8	37.4	31.2	—	*42.1	3.0	118	33	63	—	11.5
Dakota Wesleyan University (1)	37.7	33.6	30.1	26.1	—	*32.1	—	38	45	34	—	9.8
Mount Marty College (1)	+	34.2	33.2	—	—	*33.6	8.1	29	45	24	6	5.0
University of Sioux Falls (1)	43.6	38.5	33.3	—	—	*38.0	7.2	34	24	62	—	8.1
DOCTORAL												
North American Baptist Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
TENNESSEE												
Public												
AA												
Chattanooga State Technical Community College (1)	50.2	40.2	33.9	29.0	+	*37.4	1.6	147	56	63	27	9.4
Cleveland State Community College (1)	50.0	40.2	34.7	31.4	—	*37.3	—	75	48	67	4	9.2
Columbia State Community College (1)	46.3	39.9	35.0	29.6	—	35.3	—	89	56	60	12	8.7
Dyersburg State Community College (1)	45.5	36.1	37.4	29.4	—	37.4	—	45	49	69	13	9.3
Jackson State Community College (1)	43.8	38.5	33.3	30.2	—	*36.4	—	79	52	57	22	12.3
Motlow State Community College (1)	51.1	42.8	34.8	30.2	—	37.3	0.5	80	59	55	7	9.4
Nashville State Technical Institute (1)	42.6	39.0	34.7	32.1	—	35.9	1.8	108	45	55	14	8.6
Northeast State Technical Community College (1)	+	36.1	30.4	29.6	—	*32.3	—	72	47	53	11	9.5
Pellissippi State Technical Community College (1)	47.2	39.2	35.0	28.3	—	37.7	2.2	164	64	75	—	9.7
Roane State Community College (1)	47.5	40.5	34.6	33.0	—	40.2	1.9	119	54	82	8	9.3
Shelby State Community College (1)	43.3	37.1	31.3	28.8	—	36.1	-3.1	102	56	72	6	8.0
State Technical Institute at Memphis (1)	+	36.7	32.5	30.2	—	*33.0	—	76	63	51	52	8.5
Volunteer State Community College (1)	50.3	40.5	31.6	28.5	—	37.1	1.4	104	54	49	19	7.8
Walters State Community College (1)	50.6	41.3	32.5	—	—	*41.6	3.2	105	54	60	15	9.4
BA+												
Austin Peay State University (1)	56.6	41.3	36.6	26.5	—	*45.9	4.2	259	37	67	4	10.3
University of Tennessee-Chattanooga (1)	59.3	47.0	41.4	29.9	—	49.1	2.6	290	38	61	5	13.3
University of Tennessee-Martin (1)	56.8	44.1	38.9	32.4	—	46.9	4.8	211	36	56	7	14.0
DOCTORAL												
East Tennessee State University (1)	59.8	48.2	41.1	32.9	—	47.8	1.2	361	40	68	24	11.5
Middle Tennessee State University (1)	63.0	47.6	40.7	28.4	—	48.1	4.9	662	40	64	0	12.8
Tennessee State University (1)	60.9	51.2	41.6	33.4	—	50.1	—	294	35	51	14	12.2
Tennessee Technological University (1)	60.8	46.0	40.3	30.0	—	50.1	1.0	354	27	81	4	13.3
University of Memphis (1)	66.8	49.9	43.9	30.0	—	*52.6	—	709	32	65	10	12.1
University of Tennessee-Knoxville (1)	73.2	56.5	45.5	32.7	—	60.3	2.5	1,013	28	72	19	16.5
University of Tennessee-Memphis (1)	—	—	—	—	—	—	—	0	—	—	100	—
Private												
AA												
Hiwassee College (1)	29.9	24.6	23.4	23.3	—	*25.2	0.6	21	33	43	0	5.0
William Moore College of Technology (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA												
Aquinas College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Baptist Memorial College of Health Sciences (1)	+	42.5	39.7	29.2	—	*38.8	—	25	76	—	19	9.2
Bryan College (1)	37.3	31.1	29.7	—	—	*33.7	1.7	30	20	43	—	11.7
Crichton College (1)	43.8	+	36.4	—	—	*38.9	2.5	18	39	—	28	7.8
Free Will Baptist Bible College (1)	—	—	—	—	33.3	33.3	—	20	15	—	—	6.8
King College (1)	40.1	37.4	32.1	—	—	*35.8	9.3	39	36	—	—	9.4
Lambuth University (1)	37.0	33.5	27.3	34.9	—	31.6	—	45	38	51	2	9.7

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Lane College (1)	36.4	29.8	30.0	23.8	—	29.4	—	45	24	20	—	4.1
Martin Methodist College (1)	35.8	29.5	32.0	—	+	*34.1	10.2	23	43	52	8	7.4
Maryville College (1)	58.6	46.3	37.2	30.3	+	*44.0	2.2	58	43	53	0	10.4
O'More College of Design (3)	—	—	—	—	—	—	—	—	—	—	—	—
Tennessee Wesleyan College (1)	31.7	28.8	26.5	22.9	+	*28.0	1.4	38	50	39	5	6.4
Watkins Institute College of Art and Design (1)	—	—	+	—	—	+	—	2	50	—	71	—
BA+												
Belmont University (1)	56.2	46.6	43.2	32.0	—	45.7	4.0	152	46	43	17	7.7
Bethel College (1)	36.7	31.1	31.2	—	—	*32.8	11.1	26	35	58	24	6.9
Carson-Newman College (1)	47.6	41.7	35.9	29.1	—	39.2	3.1	102	40	63	14	9.2
Christian Brothers University (1)	46.1	40.2	33.8	—	—	*40.4	—	103	28	61	1	8.9
Church of Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Cumberland University (1)	33.9	31.3	32.3	31.0	—	*32.1	—	42	57	—	19	5.8
David Lipscomb University (1)	53.5	44.0	37.0	29.3	—	*43.2	—	100	22	45	—	10.5
Fisk University (1)	52.6	42.0	35.7	27.1	—	*38.2	—	63	46	49	—	7.4
Freed-Hardeman University (1)	51.8	47.0	36.0	29.8	—	*40.8	—	79	32	46	17	9.7
Johnson Bible College (1)	38.0	36.7	+	—	—	*37.7	3.9	21	14	—	—	12.9
Le Moyne-Owen College (3)	—	—	—	—	—	28.1	—	47	—	—	—	—
Lee University (1)	43.5	38.9	35.6	30.2	—	*36.0	—	98	31	35	18	7.9
Lincoln Memorial University (1)	35.5	34.4	34.1	27.1	—	*33.1	4.8	72	60	—	3	6.5
Memphis College of Art (1)	34.5	34.5	26.9	—	—	*31.2	—	17	41	0	0	7.3
Milligan College (1)	44.5	38.5	34.4	—	—	38.4	2.5	63	43	44	6	8.0
Rhodes College (1)	75.6	52.6	42.5	51.7	—	*52.6	—	113	32	52	1	14.3
Southern Adventist University (1)	—	+	+	—	—	+	–4.3	4	100	—	96	10.6
Tennessee Temple University (1)	25.6	25.5	23.6	22.3	—	*23.8	—	29	28	—	3	4.1
Union University (1)	50.9	44.4	38.1	35.8	—	42.7	5.1	141	45	26	—	10.4
DOCTORAL												
Emmanuel School of Religion (1)	37.2	+	+	—	—	*37.2	2.8	9	—	67	—	25.8
Harding University Graduate School of Religion (2)	—	—	—	—	—	—	—	—	—	—	—	—
Meharry Medical College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Memphis Theological Seminary (1)	50.8	+	+	—	—	*50.8	–6.4	11	36	36	0	6.9
Trevecca Nazarene University (1)	46.3	40.8	35.1	—	—	*41.0	—	59	36	34	8	8.7
University of the South (3)	—	—	—	—	—	58.4	—	123	—	—	—	—
Vanderbilt University (1)	99.5	64.7	52.8	38.7	—	*76.5	5.4	608	26	66	11	18.2
TEXAS												
Public												
AA												
Alvin Community College (1)	—	—	—	—	41.1	41.1	2.0	55	49	73	36	5.5
Amarillo College (1)	48.5	43.2	41.0	35.4	—	40.7	2.4	162	54	46	24	10.3
Angelina College (1)	—	—	—	—	44.8	44.8	–4.2	94	55	—	—	7.6
Austin Community College (1)	58.0	47.7	41.6	—	—	52.5	—	296	45	—	8	8.7
Blinn College (1)	—	—	—	—	41.4	41.4	3.7	171	50	—	14	9.5
Brazosport College (1)	+	—	38.4	34.8	—	*36.6	10.6	30	53	30	52	6.1
Brookhaven College (1)	—	—	—	—	50.2	50.2	4.1	93	54	—	—	7.5
Cedar Valley College (1)	—	—	—	—	50.7	50.7	4.2	45	33	—	—	9.5
Central Texas College (1)	—	—	—	—	43.4	43.4	–4.2	86	58	0	36	10.9
Cisco Junior College (1)	—	—	—	—	33.3	33.3	4.7	48	38	58	28	6.1
Clarendon College (1)	—	—	—	—	33.6	33.6	0.3	21	33	10	22	5.9
Coastal Bend College (1)	—	—	—	—	37.4	37.4	4.2	67	57	—	30	6.9

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
College of the Mainland (1)	44.2	+	36.9	—	—	*39.6	15.4	13	69	54	84	5.9
Collin County Community College-Central Park (1)	—	—	—	—	39.2	39.2	1.9	185	48	—	2	7.9
Collin County Community College-Preston Ridge (2)	—	—	—	—	—	—	—	—	—	—	—	—
Collin County Community College-Spring Creek (2)	—	—	—	—	—	—	—	—	—	—	—	—
Del Mar College (1)	52.1	45.1	39.4	33.6	—	43.2	2.1	242	50	73	6	10.6
Eastfield College (1)	—	—	—	—	55.3	55.3	2.9	91	32	—	—	7.6
El Centro College (1)	—	—	—	—	49.8	49.8	5.4	104	66	—	—	7.4
El Paso Community College (1)	—	—	—	—	44.0	44.0	2.8	317	48	68	13	8.3
Frank Phillips College (1)	—	—	—	—	35.9	35.9	4.3	26	62	—	10	2.1
Galveston College (1)	49.4	+	39.2	35.6	—	*40.4	2.9	42	48	64	2	10.1
Grayson County College (1)	—	—	—	—	40.0	40.0	0.6	81	57	—	12	9.0
Hill College (1)	—	—	—	—	33.6	33.6	0.0	63	46	38	—	6.0
Houston Community College System (1)	—	—	—	—	42.3	42.3	5.5	360	50	9	43	6.5
Howard County Junior College District (1)	44.4	38.6	32.8	30.8	—	34.6	6.7	63	56	5	41	8.7
Kilgore College (1)	—	—	—	—	37.0	37.0	3.5	102	56	—	28	6.4
Lamar State College-Orange (1)	+	+	33.9	30.5	—	*31.7	4.6	38	63	42	10	6.1
Lamar State College-Port Arthur (1)	+	37.3	+	31.6	—	*32.0	8.7	47	57	45	23	5.9
Laredo Community College (1)	—	—	—	—	43.4	43.4	7.8	154	42	68	20	11.5
Lee College (1)	—	—	—	57.9	—	57.9	-5.8	146	42	—	12	18.4
McLennan Community College (1)	—	—	—	—	44.8	44.8	0.7	142	53	78	8	7.7
Midland College (1)	—	—	—	—	40.1	40.1	-0.7	71	44	100	21	11.0
Mountain View College (1)	—	—	—	—	54.1	54.1	2.5	68	31	—	—	7.7
Navarro College (1)	—	—	—	—	38.3	38.3	1.5	54	52	—	35	9.4
North Central Texas College (1)	—	—	—	—	36.8	36.8	4.6	73	44	—	8	6.1
North Harris Montgomery Community College District (1)	48.1	36.6	36.8	27.8	+	*44.5	—	261	49	—	14	0.3
North Lake College (1)	—	—	—	—	51.2	51.2	3.4	66	44	—	—	7.7
Northeast Texas Community College (1)	—	—	—	—	38.7	38.7	3.0	41	37	0	15	7.7
Odessa College (1)	48.1	39.6	37.8	33.8	—	38.9	—	95	47	19	19	9.2
Palo Alto College (1)	+	46.2	56.5	36.4	—	*45.9	—	72	50	53	10	10.9
Panola College (1)	—	—	—	—	39.1	39.1	5.8	43	51	9	31	8.8
Paris Junior College (1)	—	—	—	—	38.8	38.8	7.7	60	58	28	14	6.3
Ranger College (1)	—	—	30.6	21.0	—	*27.6	-4.4	14	43	—	53	6.5
Richland College (1)	—	—	—	—	54.2	54.2	4.3	134	45	—	—	7.7
San Antonio College (1)	54.2	48.8	42.2	35.5	—	46.8	—	348	44	77	5	12.1
San Jacinto College-Central Campus (1)	—	—	—	—	42.0	42.0	5.2	395	51	—	10	5.2
San Jacinto College-North Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
San Jacinto College-South Campus (2)	—	—	—	—	—	—	—	—	—	—	—	—
South Plains College (1)	46.6	38.8	35.5	30.4	—	36.4	3.4	195	45	79	11	6.4
South Texas Community College (1)	—	—	—	—	33.8	33.8	7.5	230	35	0	9	8.6
Southwest College Institute for the Deaf (2)	—	—	—	—	—	—	—	—	—	—	—	—
Southwest Texas Junior College (1)	—	—	—	—	40.4	40.4	4.4	70	43	49	7	6.2
St Philip's College (1)	53.7	47.6	42.5	34.8	—	40.2	—	161	41	58	5	9.9
Tarrant County College (1)	53.6	51.2	49.3	41.4	—	48.7	—	424	49	60	3	12.0
Temple College (1)	—	—	—	—	43.1	43.1	2.4	63	43	73	29	9.1
Texarkana College (1)	45.7	39.8	36.7	37.0	—	*41.9	3.1	72	58	86	33	6.6
Texas Southmost College (2)	—	—	—	—	—	—	—	—	—	—	—	—
Texas State Technical College-Harlingen (1)	—	—	—	—	30.3	30.3	—	10	30	—	93	8.8
Texas State Technical College-Sweetwater (1)	—	—	—	—	—	—	—	—	—	—	100	—
Texas State Technical College-Waco (1)	—	—	—	—	34.2	34.2	9.5	12	25	—	95	9.8
Trinity Valley Community College (1)	—	—	—	—	40.8	40.8	2.9	92	46	—	22	10.9
Tyler Junior College (1)	—	—	—	—	39.2	39.2	0.7	184	57	—	17	8.1

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Vernon Regional Junior College (1)	—	—	—	—	36.1	36.1	2.8	40	45	—	34	6.6
Victoria College (1)	—	—	—	—	42.2	42.2	3.1	84	44	63	18	10.3
Weatherford College (1)	—	—	—	—	41.0	41.0	5.4	50	46	—	33	2.7
Western Texas College (1)	41.9	36.5	34.2	29.2	+	*34.4	—	34	35	—	17	7.6
Wharton County Junior College (1)	—	—	—	—	36.2	36.2	0.0	75	44	—	34	9.0
BA												
Texas A & M University-Galveston (1)	58.2	43.2	46.0	32.6	—	*42.7	—	43	14	49	22	10.7
University of Houston-Downtown (1)	57.8	48.5	42.3	33.2	—	*43.6	—	181	50	44	5	9.7
BA+												
Angelo State University (1)	55.9	47.5	40.3	27.8	38.4	44.0	—	197	39	49	3	12.2
Midwestern State University (1)	58.1	49.5	42.8	30.5	—	46.6	3.7	186	39	53	6	10.8
Prairie View A & M University (1)	51.0	43.5	39.5	34.1	—	*40.1	—	219	39	34	24	10.8
Sul Ross State University (1)	58.0	46.4	36.6	31.0	—	*44.0	4.1	117	29	47	3	10.9
Tarleton State University (1)	55.5	47.6	39.7	32.5	—	*41.6	6.2	221	38	30	13	10.2
Texas A & M International University (1)	65.0	54.0	43.5	34.1	—	*47.5	—	99	39	24	12	10.7
Texas A & M University-Texarkana (1)	58.4	+	42.0	—	—	*53.3	—	31	35	61	—	12.2
The University of Texas Anderson Cancer Center (1)	—	—	—	—	—	—	—	—	—	—	100	—
The University of Texas at Brownsville (1)	53.1	49.4	43.1	35.8	+	*44.4	—	217	43	49	10	10.3
The University of Texas at Tyler (1)	59.5	47.2	43.9	36.6	—	47.1	4.9	164	45	49	0	10.4
The University of Texas of the Permian Basin (1)	52.7	44.3	41.6	30.1	+	*42.2	–0.8	75	41	43	—	6.7
University of Houston-Clear Lake (1)	69.8	58.1	44.9	40.4	—	*56.8	—	167	38	68	1	12.8
University of Houston-Victoria (1)	62.3	61.6	43.0	—	—	*51.2	4.3	34	35	47	8	10.9
West Texas A & M University (1)	54.4	45.7	38.6	33.8	—	42.2	5.1	186	42	45	8	10.1
DOCTORAL												
Lamar University-Beaumont (1)	53.9	45.2	39.7	32.7	—	41.9	0.9	347	38	54	6	6.7
Sam Houston State University (1)	61.5	48.9	43.6	33.3	—	*49.8	—	371	33	65	3	8.0
Southwest Texas State University (1)	59.9	48.4	39.4	32.1	—	46.9	2.5	600	40	61	6	11.0
Stephen F Austin State University (1)	55.9	46.4	39.2	31.7	—	43.9	4.5	375	38	56	9	10.5
Texas A & M University (1)	75.0	54.3	45.9	31.3	—	55.3	6.9	807	29	60	54	12.4
Texas A & M University System Health Sciences Ctr (1)	—	—	—	—	—	—	—	—	—	—	100	—
Texas A & M University-Commerce (1)	60.1	47.8	41.9	35.2	—	48.2	5.3	227	34	46	4	11.5
Texas A & M University-Corpus Christi (1)	58.6	50.1	42.9	—	—	*50.8	—	189	37	43	3	12.1
Texas A & M University-Kingsville (1)	55.6	44.4	38.6	25.6	—	*45.0	—	198	25	42	2	10.6
Texas Southern University (1)	65.0	51.6	40.2	32.6	—	49.5	0.6	262	39	68	11	7.6
Texas Tech University (1)	79.8	55.6	44.8	33.3	—	58.0	6.5	815	29	58	2	12.5
Texas Tech University Health Sciences Center (1)	—	+	—	—	—	+	—	1	100	—	99	—
Texas Woman's University (1)	63.6	47.8	39.7	34.5	46.6	*47.0	2.9	392	74	47	—	11.5
The University of Texas at Arlington (1)	71.6	52.0	46.2	33.7	—	*54.1	—	636	32	60	—	13.5
The University of Texas at Austin (1)	89.4	58.2	54.2	42.0	—	*67.8	5.0	2,158	30	64	0	13.6
The University of Texas at Dallas (1)	82.7	61.8	62.7	—	—	71.8	6.2	256	16	72	—	15.8
The University of Texas at El Paso (1)	66.4	49.2	43.8	32.9	—	*49.9	—	471	32	56	—	11.7
The University of Texas at San Antonio (1)	69.6	53.6	45.0	25.0	—	*48.9	–2.3	478	36	53	—	13.1
The University of Texas Health Science Center (1)	—	—	—	—	—	—	—	—	—	—	100	—
The University of Texas Health Science-San Antonio (1)	75.1	54.0	46.3	38.7	+	*49.1	0.2	60	98	33	84	11.3
The University of Texas Medical Branch-Galveston (1)	—	—	—	—	—	—	—	—	—	—	100	—
The University of Texas Southwest Med Ctr-Dallas (1)	—	—	—	—	—	—	—	0	—	—	100	—
The University of Texas-Pan American (1)	68.5	53.7	46.9	36.9	—	49.9	7.5	405	36	48	—	13.9
University of Houston-University Park (1)	83.5	56.9	51.9	42.5	—	*67.2	—	715	23	78	7	12.4
University of North Texas (1)	70.9	53.6	45.4	33.5	—	55.0	4.8	729	29	63	—	10.6

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Private												
AA												
Commonwealth Institute of Funeral Service (1)	—	—	—	—	—	—	—	—	—	—	100	—
Education America-Denver North Campus (1)	—	—	—	—	—	—	—	—	—	—	100	—
Jacksonville College-Main Campus (1)	—	—	—	—	21.5	21.5	0.6	8	38	—	27	5.7
Lon Morris College (1)	+	34.2	29.7	28.7	—	*30.3	—	23	39	17	—	7.1
Texas Culinary Academy (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA												
Arlington Baptist College (1)	—	—	—	—	—	—	—	—	—	—	100	—
College of St Thomas More (1)	—	—	—	—	—	—	—	—	—	—	100	—
Dallas Christian College (1)	32.7	+	+	—	—	*32.7	—	7	43	—	—	6.9
East Texas Baptist University (1)	42.7	38.3	34.3	33.2	—	37.5	1.6	62	35	19	—	9.1
Howard Payne University (1)	42.0	35.8	34.9	29.9	—	*35.6	—	70	33	11	22	10.6
Huston-Tillotson College (1)	37.5	34.3	32.3	—	—	*34.5	—	34	53	24	3	8.3
Jarvis Christian College (1)	34.5	29.3	30.0	25.0	—	*30.2	–0.3	34	29	18	—	22.9
McMurry University (1)	48.1	42.6	35.5	29.9	—	*41.8	—	75	35	60	—	7.5
Northwood University (1)	—	37.8	37.6	—	—	*37.7	—	11	18	—	—	5.6
Paul Quinn College (1)	+	31.6	32.3	29.0	—	*30.7	4.5	24	50	—	—	0.8
Southwestern Christian College (1)	—	21.7	19.7	—	—	*21.1	6.0	12	17	100	—	3.0
Southwestern University (1)	75.0	56.1	44.9	—	—	*57.1	—	95	42	61	2	14.9
Texas Chiropractic College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Texas College (1)	30.0	+	25.3	25.3	—	*26.4	—	24	38	4	—	5.1
Texas Lutheran University (1)	52.8	45.0	34.2	26.3	—	*41.5	—	63	38	54	—	8.7
Wiley College (1)	+	30.5	28.9	23.7	—	*27.5	—	38	37	5	14	4.7
BA+												
Amber University (1)	—	—	—	—	—	—	—	—	—	—	100	—
Austin College (1)	65.1	51.3	42.7	—	—	*54.3	—	79	27	75	—	13.5
Baptist Hospital System-Institute of Health Educ (3)	—	—	—	—	—	—	—	—	—	—	—	—
Concordia University at Austin (1)	—	—	—	—	—	—	—	—	—	—	100	—
Dallas Baptist University (1)	50.1	46.3	40.9	—	—	45.8	—	54	41	7	29	10.9
Episcopal Theological Seminary of the Southwest (1)	—	—	—	—	—	—	—	—	—	—	100	—
Hardin-Simmons University (1)	47.4	43.5	36.2	30.0	—	*40.4	—	93	29	55	21	10.6
Houston Baptist University (1)	47.6	41.7	37.4	—	—	*42.1	—	97	46	—	23	6.8
Institute for Christian Studies (1)	—	—	—	—	—	—	—	—	—	—	100	—
Letourneau University (1)	48.1	40.4	36.1	35.3	—	*41.1	—	55	16	55	7	10.6
Lubbock Christian University (1)	42.5	36.0	32.2	27.7	—	34.1	1.1	61	36	43	5	7.1
Saint Edward's University (1)	53.7	46.2	38.2	—	—	*45.9	—	88	36	45	11	7.8
Schreiner College (1)	42.8	36.0	29.6	—	—	*35.3	5.6	36	31	36	12	8.4
Southwestern Adventist University (1)	—	—	34.0	—	—	34.0	—	3	100	—	94	7.7
Southwestern Assemblies of God University (1)	39.7	35.2	33.5	29.7	—	34.4	14.6	51	41	33	9	7.1
Texas Wesleyan University (1)	65.9	64.6	38.2	32.0	—	55.3	—	112	38	54	—	10.8
Trinity University (1)	84.4	56.2	47.3	39.3	—	*66.6	—	206	26	78	—	14.2
University of Central Texas (3)	—	—	—	—	—	—	—	2	—	—	—	—
University of Mary Hardin Baylor (1)	50.7	40.2	34.4	28.0	—	40.3	7.4	90	50	37	16	8.9
Wayland Baptist University (1)	46.2	38.5	34.6	29.4	—	*37.7	11.6	51	41	—	41	9.9
DOCTORAL												
Abilene Christian University (1)	55.9	47.3	38.7	30.4	—	44.7	2.2	208	28	52	—	12.5
Austin Presbyterian Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Baylor University (1)	77.3	58.2	45.2	37.2	—	*57.7	—	676	36	56	—	15.1
Dallas Theological Seminary (1)	53.7	44.0	41.3	—	—	*49.9	—	42	2	67	22	16.5

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Houston Graduate School of Theology (3)	—	—	—	—	—	—	—	—	—	—	—	—
Oblate School of Theology (1)	—	—	—	—	—	—	—	—	—	—	100	—
Our Lady of the Lake University-San Antonio (1)	61.4	49.0	39.9	35.1	—	*46.6	—	112	54	25	13	7.6
Rice University (1)	102.8	67.7	61.2	37.8	+	*83.8	5.4	463	21	73	—	22.0
Southern Methodist University (1)	90.7	60.8	56.2	37.8	62.6	*66.1	—	519	29	60	0	14.9
Southwestern Baptist Theological Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
St Mary's University (1)	75.0	55.4	43.2	25.4	—	*59.3	—	183	33	60	4	9.1
Texas Christian University (1)	81.1	58.5	52.3	43.8	—	61.1	2.5	371	36	63	—	14.3
University of Dallas (1)	55.1	47.0	36.4	27.1	—	43.2	1.4	103	26	57	18	13.9
University of St Thomas (1)	66.3	53.4	43.7	—	—	*55.3	4.3	100	34	65	2	11.1
University of the Incarnate Word (1)	48.8	45.4	38.5	35.1	—	*42.9	—	115	57	46	7	8.2
UTAH												
Public												
AA												
College of Eastern Utah (1)	—	—	—	—	38.3	38.3	5.6	78	24	46	5	16.4
Dixie College (1)	49.8	45.5	38.8	33.0	—	*39.8	-0.3	81	32	43	—	15.7
Salt Lake Community College (1)	44.3	39.7	36.5	33.6	—	38.0	0.4	316	47	55	1	15.1
Snow College (1)	49.8	42.9	36.1	34.4	35.6	*39.6	—	104	24	46	—	13.1
BA												
Utah Valley State College (1)	43.7	42.0	41.0	36.9	—	*41.3	—	267	30	49	1	15.7
BA+												
Southern Utah University (1)	55.3	44.3	36.7	28.5	+	*41.5	3.7	201	28	46	2	15.6
Weber State University (1)	56.1	45.0	38.6	34.8	—	*46.6	—	414	36	58	4	16.3
DOCTORAL												
University of Utah (1)	76.3	55.0	46.6	37.9	—	62.0	5.7	798	28	74	10	18.3
Utah State University (1)	60.1	48.4	40.7	35.0	—	48.1	3.0	468	31	63	27	16.0
Private												
AA												
Latter Day Saints Business College (1)	—	—	—	—	43.2	43.2	4.0	13	54	100	—	17.6
BA+												
Westminster College of Salt Lake City (3)	—	—	—	—	—	44.6	—	84	—	—	—	—
DOCTORAL												
Brigham Young University (1)	76.1	57.2	49.2	42.4	—	61.4	—	997	18	66	27	15.6
VERMONT												
Public												
BA												
Vermont Technical College (1)	45.3	36.7	32.0	—	—	*39.2	—	56	30	63	14	14.9
BA+												
Castleton State College (1)	43.4	41.6	33.6	—	—	40.0	0.4	86	41	76	2	14.5
Johnson State College (1)	47.9	39.5	29.9	—	—	39.7	—	63	35	62	—	13.6
Lyndon State College (1)	47.6	38.5	30.3	—	—	40.1	-3.8	56	36	71	—	15.5
DOCTORAL												
University of Vermont and State Agricultural Coll (1)	70.0	53.2	43.0	36.0	42.1	*54.4	—	512	37	64	8	14.4

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Private												
AA												
Landmark College (1)	—	41.7	25.8	20.3	—	27.0	10.8	55	56	—	53	7.3
Woodbury College (1)	—	—	—	—	—	—	—	—	—	—	100	—
BA												
Champlain College (3)	—	—	—	—	—	41.2	—	41	—	—	—	—
Green Mountain College (1)	42.5	40.6	36.7	27.1	—	39.3	—	42	40	—	—	11.1
Southern Vermont College (1)	—	—	—	—	24.9	24.9	3.0	25	60	—	—	6.0
Sterling College (1)	—	—	—	—	+	+	—	3	33	—	67	4.5
BA+												
Bennington College (1)	—	—	—	—	42.5	42.5	–0.9	58	38	—	—	8.3
College of Saint Joseph (1)	—	33.1	30.0	—	—	*31.3	1.7	10	20	100	17	8.7
Fletcher Allen Health Care School of Cytotech (1)	—	—	—	—	—	—	—	—	—	—	100	—
Goddard College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Marlboro College (1)	42.8	—	—	—	—	42.8	5.3	37	35	68	—	6.3
Norwich University (1)	51.7	40.2	35.6	—	—	*45.0	3.0	132	32	73	—	12.6
Saint Michael's College (1)	61.5	49.4	40.2	33.9	—	47.8	3.3	140	42	64	—	16.1
School for International Training (1)	50.9	44.8	39.0	—	—	*43.4	28.0	37	57	—	—	—
Trinity College of Vermont (1)	47.5	37.6	30.3	—	—	*36.7	–3.5	23	70	—	18	8.2
Vermont Law School (1)	—	—	—	—	—	—	—	—	—	—	100	—
DOCTORAL												
Middlebury College (1)	88.3	63.2	50.4	49.1	—	66.7	4.9	217	35	49	—	17.3
VIRGINIA												
Public												
AA												
Blue Ridge Community College (1)	54.0	47.7	38.8	36.1	—	*44.2	—	37	49	8	3	10.0
Central Virginia Community College (1)	51.1	47.1	40.9	—	—	*46.3	—	57	40	11	2	10.3
Dabney S Lancaster Community College (1)	+	50.0	37.3	36.3	+	*41.3	4.9	26	42	15	0	9.5
Danville Community College (1)	54.1	44.5	42.0	34.4	—	*42.8	4.0	52	27	12	0	9.8
Eastern Shore Community College (1)	—	44.2	37.8	—	—	*39.9	10.6	14	29	7	0	9.2
Germanna Community College (1)	50.5	44.4	37.4	31.7	—	*42.0	—	46	59	2	2	9.6
J Sargeant Reynolds Community College (1)	53.5	45.7	40.7	35.9	—	45.1	4.2	122	44	0	0	10.2
John Tyler Community College (1)	48.6	44.5	38.9	37.5	—	42.7	3.6	60	55	10	0	9.8
Lord Fairfax Community College (1)	45.8	42.5	38.5	33.5	—	*39.4	—	48	33	0	0	9.2
Mountain Empire Community College (1)	47.0	43.6	37.9	33.9	—	41.7	2.5	47	36	0	0	9.6
New River Community College (1)	52.6	49.8	42.2	38.2	—	*45.3	6.8	54	54	6	0	10.2
Northern Virginia Community College (1)	53.2	47.6	43.0	38.0	—	47.2	3.6	486	50	6	0	10.5
Patrick Henry Community College (1)	45.5	42.6	37.5	31.9	—	*39.4	—	44	59	5	0	9.2
Paul D Camp Community College (1)	+	44.0	42.8	—	—	*43.6	2.5	23	35	4	4	9.8
Piedmont Virginia Community College (1)	50.5	44.7	39.7	—	—	46.0	5.2	47	53	0	6	10.3
Rappahannock Community College (1)	+	47.3	40.2	33.4	—	*42.0	5.5	27	44	0	0	9.8
Richard Bland the College of William and Mary (1)	49.7	47.3	30.4	—	—	*44.1	3.7	36	42	69	0	12.1
Southside Virginia Community College (1)	45.8	42.2	39.4	34.0	—	39.9	—	42	48	0	19	9.3
Southwest Virginia Community College (1)	49.2	45.9	41.0	34.6	+	*42.5	—	58	31	7	19	9.7
Thomas Nelson Community College (1)	51.3	42.8	40.1	33.9	—	41.9	2.7	93	52	4	0	9.6
Tidewater Community College (1)	48.1	45.0	38.5	32.4	—	42.5	4.2	237	45	2	12	9.7
Virginia Highlands Community College (1)	46.4	44.1	38.5	—	—	*43.5	5.0	49	51	2	0	9.8
Virginia Western Community College (1)	48.1	46.3	40.6	32.1	—	43.6	2.1	81	52	12	6	9.9
Wytheville Community College (1)	46.6	44.2	39.1	32.4	—	*42.4	—	45	53	13	0	9.7

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BA												
University of Virginia's College at Wise (1)	66.7	55.3	45.5	30.8	—	*49.6	7.3	66	41	45	4	13.2
Virginia Military Institute (1)	65.8	46.8	42.5	39.2	—	57.6	—	98	11	72	0	15.5
BA+												
Christopher Newport University (1)	65.2	53.5	44.3	34.1	—	52.2	4.5	185	35	56	0	13.2
Longwood College (1)	62.5	52.1	41.1	33.8	—	*48.7	—	162	40	59	0	12.3
Mary Washington College (1)	66.7	52.2	41.5	37.2	—	*53.4	6.6	178	43	65	3	13.5
Radford University (1)	59.6	48.2	39.3	31.5	—	49.9	4.2	356	42	72	0	12.0
Virginia State University (1)	59.1	52.6	45.1	35.4	—	49.0	2.8	155	35	44	12	13.2
DOCTORAL												
College of William and Mary (1)	87.3	61.0	48.5	37.4	—	66.3	7.8	450	30	63	12	15.7
George Mason University (1)	90.2	63.2	49.2	40.5	—	66.8	3.3	683	36	62	11	17.3
James Madison University (1)	65.9	55.4	43.6	35.2	—	53.1	4.0	596	37	54	7	14.2
Norfolk State University (1)	58.8	51.5	33.9	36.2	—	46.1	—	294	43	48	10	12.3
Old Dominion University (1)	80.3	58.9	49.3	41.1	—	59.3	8.7	575	34	61	4	14.5
University of Virginia-Main Campus (1)	91.0	64.6	51.9	41.2	—	71.1	6.2	838	30	64	18	16.9
Virginia Commonwealth University (1)	78.8	62.1	47.4	32.5	—	61.7	4.3	555	35	68	32	14.0
Virginia Polytechnic Institute and State Univ (1)	82.4	60.7	52.2	31.4	—	*63.2	—	926	26	65	26	16.0
Private												
AA												
Johnson & Wales University-Norfolk (1)	—	37.1	32.3	—	—	*33.6	4.6	15	33	—	—	9.3
BA												
Bluefield College (1)	52.0	35.5	30.4	—	—	*35.7	4.5	27	26	0	10	8.3
Bridgewater College (1)	51.7	44.7	39.9	31.0	—	44.0	2.9	71	30	66	4	8.5
Community Hosp of Roanoke Valley Coll of Hlth Sci (1)	+	+	34.4	—	—	*34.4	-0.1	17	71	0	60	4.1
Ferrum College (1)	45.8	40.0	33.3	—	—	40.0	—	63	40	76	0	9.6
Hampden-Sydney College (1)	64.0	50.8	40.0	35.7	—	*49.2	—	96	29	55	0	11.1
Randolph-Macon College (1)	60.0	43.7	37.1	31.0	—	45.6	—	83	37	59	0	10.5
Randolph-Macon Woman's College (1)	59.7	49.4	39.2	30.1	+	*48.2	2.6	73	52	60	0	12.0
Roanoke College (1)	58.2	48.2	37.0	—	—	49.0	2.5	98	36	84	0	12.5
Saint Paul's College (1)	34.7	—	33.2	30.0	—	*32.5	4.6	29	24	24	12	5.1
Sweet Briar College (1)	58.0	48.3	39.3	—	—	51.3	—	69	46	74	0	10.9
Virginia Intermont College (1)	39.4	36.3	45.8	18.5	—	*35.2	—	35	51	51	8	7.7
Virginia Wesleyan College (1)	56.2	43.9	38.5	—	—	*48.0	0.0	66	39	47	0	13.6
Washington and Lee University (1)	91.6	60.9	51.4	—	—	76.0	-0.8	165	21	78	0	17.7
BA+												
Averett College (1)	43.4	38.6	34.7	28.8	—	*38.8	—	58	38	67	2	8.9
Eastern Mennonite University (1)	48.2	38.8	34.8	30.1	—	39.1	—	80	35	40	0	9.1
Emory and Henry College (1)	55.6	44.6	34.8	—	—	*42.9	6.1	66	35	53	0	8.8
Hollins University (1)	60.4	46.9	38.0	—	—	48.9	—	73	47	77	0	10.8
Institute of Textile Technology (1)	—	—	—	—	—	—	—	0	—	—	100	—
Lynchburg College (1)	54.4	48.4	42.7	33.2	—	*48.4	4.2	108	39	57	0	11.4
Mary Baldwin College (1)	56.6	44.6	40.1	—	—	*47.7	—	55	45	76	21	9.7
Marymount University (1)	59.5	48.4	42.1	—	—	50.9	-0.2	115	64	54	3	21.7
Rockingham Memorial Hospital School of Med Techn (3)	—	—	—	—	—	—	—	—	—	—	—	—
University of Richmond (1)	86.7	62.2	51.5	—	—	68.7	-0.6	224	29	77	0	16.1
DOCTORAL												
Baptist Theological Seminary at Richmond (1)	50.8	—	+	—	—	*50.8	—	12	42	50	—	12.1
Hampton University (1)	63.5	47.5	40.6	33.9	—	46.1	—	251	47	39	17	6.7

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Liberty University (1)	45.5	39.7	32.7	27.6	—	*38.6	0.4	151	39	0	14	7.1
Protestant Episcopal Theological Seminary In Va (1)	—	—	—	—	—	—	—	—	—	—	100	—
Regent University (1)	67.1	61.5	44.5	—	—	*58.5	1.8	83	18	37	10	11.9
Shenandoah University (1)	56.3	47.6	40.1	33.0	—	48.5	—	81	40	15	45	10.5
Union Theological Seminary and Presbyterian School (1)	—	—	—	—	—	—	—	0	—	—	100	—
Virginia Union University (1)	56.2	44.5	33.3	28.3	—	*37.6	—	90	40	27	0	6.0
WASHINGTON												
Public												
AA												
Bates Technical College (1)	—	—	—	47.8	—	*47.8	3.1	16	88	50	86	12.5
Bellevue Community College (1)	—	—	—	—	45.0	45.0	4.0	128	51	69	5	12.3
Bellingham Technical College (1)	—	—	—	—	45.1	45.1	6.5	36	39	50	18	12.1
Big Bend Community College (1)	—	—	—	—	40.9	40.9	3.5	49	45	80	0	11.5
Centralia College (1)	—	—	—	—	41.5	41.5	0.3	59	39	68	2	11.6
Clark College (1)	—	—	—	—	40.2	40.2	-0.4	137	47	82	0	11.4
Clover Park Technical College (3)	—	—	—	—	—	33.4	—	13	—	—	—	—
Columbia Basin College (1)	—	—	—	—	40.6	40.6	1.2	93	41	66	2	11.3
Edmonds Community College (1)	—	—	—	—	44.1	44.1	3.6	122	52	64	0	12.0
Everett Community College (1)	—	—	—	—	39.0	39.0	0.9	103	50	66	0	11.3
Grays Harbor College (1)	—	—	41.8	—	—	41.8	—	53	34	72	0	11.7
Green River Community College (1)	—	—	—	—	45.2	45.2	3.5	111	35	74	0	12.1
Highline Community College (1)	—	—	—	—	43.5	43.5	6.1	105	55	70	0	11.9
Lake Washington Technical College (1)	—	—	—	—	42.7	42.7	6.4	47	40	0	0	11.7
Lower Columbia College (1)	—	—	—	—	42.7	42.7	2.2	73	41	78	0	12.1
Northwest Indian College (1)	—	—	—	—	30.2	30.2	32.7	18	44	0	—	7.7
Olympic College (1)	—	—	—	—	40.8	40.8	1.3	93	48	66	0	11.4
Peninsula College (1)	—	—	—	—	40.4	40.4	-2.9	67	43	51	0	11.2
Pierce College (1)	—	—	—	—	40.3	40.3	4.7	112	53	64	1	11.9
Renton Technical College (1)	—	—	—	—	42.6	42.6	4.6	67	43	63	3	11.6
Seattle Community College-Central Campus (1)	—	—	—	—	42.1	42.1	5.2	147	48	74	0	11.6
Seattle Community College-North Campus (1)	—	—	—	—	43.0	43.0	3.9	102	47	81	1	11.9
Seattle Community College-South Campus (1)	—	—	—	—	42.2	42.2	4.2	75	33	85	0	11.8
Shoreline Community College (1)	—	—	—	—	45.8	45.8	3.6	134	52	71	0	12.3
Skagit Valley College (1)	—	—	—	—	39.0	39.0	-1.5	93	52	69	1	11.1
South Puget Sound Community College (1)	—	—	—	—	38.3	38.3	0.6	86	49	74	0	11.1
Spokane Community College (1)	—	—	—	—	44.6	44.6	3.1	185	36	83	0	13.0
Spokane Falls Community College (1)	—	—	—	—	43.1	43.1	3.1	151	46	66	0	12.7
Tacoma Community College (1)	—	—	—	—	45.7	45.7	3.6	85	45	60	0	12.0
Walla Walla Community College (1)	—	—	—	—	41.3	41.3	0.6	92	42	72	2	11.7
Wenatchee Valley College (1)	—	—	—	—	41.9	41.9	3.1	65	46	69	0	11.8
Whatcom Community College (1)	—	—	—	—	37.6	37.6	0.7	43	53	67	0	11.2
Yakima Valley Community College (1)	—	—	—	43.9	+	*43.9	—	98	54	62	0	11.7
BA+												
Central Washington University (1)	56.4	47.1	40.1	33.5	—	47.7	3.7	341	33	55	1	11.4
Eastern Washington University (1)	56.7	47.5	41.8	31.3	—	46.4	-0.8	325	40	58	6	11.4
Evergreen State College (1)	—	—	—	—	47.0	47.0	5.2	165	46	—	—	12.6
Harborview Medical Center-University of Washington (3)	—	—	—	—	—	—	—	—	—	—	—	—
University of Washington-Bothell Campus (1)	67.6	58.5	54.7	44.1	—	56.4	8.6	47	40	45	8	12.7
University of Washington-Tacoma Campus (1)	70.6	50.1	54.0	40.1	—	53.4	—	55	45	36	8	11.1
Western Washington University (1)	60.8	49.2	41.6	32.4	—	*50.4	3.5	443	31	66	—	11.9

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
DOCTORAL												
University of Washington-Seattle Campus (1)	78.9	56.6	50.3	42.1	32.8	64.1	—	1,473	32	68	24	13.8
Washington State University (1)	72.2	53.9	48.7	33.7	—	55.6	5.9	752	34	55	23	13.6
Private												
BA												
Cornish College of the Arts (1)	27.8	22.5	21.5	—	—	*25.3	—	48	44	0	—	5.3
Henry Cogswell College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Northwest College of the Assemblies of God (1)	46.7	39.4	36.0	—	—	*38.9	—	38	26	26	—	10.2
Puget Sound Christian College (1)	43.7	+	+	—	—	*43.7	11.2	8	38	—	11	6.2
Trinity Lutheran College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Whitman College (1)	75.7	57.0	45.9	—	—	*58.5	—	107	33	63	—	15.0
BA+												
Antioch University-Seattle Branch (1)	—	—	—	—	—	—	—	—	—	—	100	—
City University (1)	—	—	—	—	—	—	—	—	—	—	100	—
Fuller Theological Seminary In Washington (2)	—	—	—	—	—	—	—	—	—	—	—	—
Golden Gate University-Seattle (2)	—	—	—	—	—	—	—	—	—	—	—	—
Heritage College (1)	+	+	39.8	—	—	*39.8	24.8	14	36	—	50	8.4
Northwest Baptist Seminary (1)	—	—	—	—	—	—	—	—	—	—	100	—
Pacific Lutheran University (1)	58.6	48.7	40.6	—	—	*49.5	2.0	224	39	68	4	13.1
Saint Martin's College (1)	45.5	38.8	34.6	—	—	*39.0	—	54	28	83	—	8.8
University of Puget Sound (1)	75.2	56.3	46.5	43.9	—	59.1	-2.6	209	42	54	1	18.4
Walla Walla College (1)	38.9	36.9	35.3	—	—	*37.4	—	128	37	68	—	9.6
Whitworth College (3)	—	—	—	—	—	46.5	—	82	—	—	—	—
DOCTORAL												
Gonzaga University (1)	72.0	50.6	39.9	33.5	—	52.2	-0.7	232	34	60	6	10.2
Seattle Pacific University (1)	57.8	48.1	40.6	32.0	—	48.8	—	152	36	55	—	12.8
Seattle University (1)	77.3	58.4	47.5	39.0	—	56.7	4.8	303	45	60	3	14.3
WEST VIRGINIA												
Public												
AA												
Potomac State College of West Virginia University (1)	47.2	45.1	+	—	—	*46.4	9.7	28	36	71	10	11.0
Southern West Virginia Community and Techn College (1)	50.8	41.8	36.0	28.9	—	38.5	2.4	58	50	59	0	8.1
West Virginia Northern Community College (1)	45.4	35.8	31.9	34.7	—	*39.4	7.4	59	56	71	5	10.2
BA												
Bluefield State College (1)	53.7	42.5	38.1	33.0	—	*43.1	—	78	45	59	3	10.2
Concord College (1)	50.9	49.8	35.3	26.7	—	*42.2	—	86	34	55	5	10.4
Fairmont State College (1)	52.5	44.7	38.2	35.0	—	43.6	2.6	181	40	56	8	9.2
Glenville State College (1)	56.7	46.9	31.9	31.3	—	*41.4	0.8	70	31	59	3	11.5
Shepherd College (1)	50.4	42.6	38.5	35.1	—	*42.9	—	109	39	61	3	9.6
West Liberty State College (1)	49.9	40.2	32.3	29.0	—	*40.3	2.2	108	35	71	0	10.2
West Virginia University at Parkersburg (1)	44.7	38.3	36.1	29.0	—	39.0	-0.3	82	43	68	5	8.9
BA+												
West Virginia State College (1)	54.0	45.3	38.5	32.4	—	42.1	3.2	122	46	34	13	9.7
West Virginia University Institute of Technology (1)	50.4	41.4	33.9	29.7	—	43.6	—	107	32	75	5	10.9
DOCTORAL												
Marshall University (1)	56.3	46.3	36.7	26.8	+	*46.2	2.5	439	40	65	6	10.3
West Virginia University (1)	69.6	53.8	43.4	31.7	—	*55.2	—	629	30	62	21	10.9

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
Private												
BA												
Appalachian Bible College (1)	—	—	—	—	—	—	—	—	—	—	100	—
Bethany College (1)	53.0	42.1	34.3	—	—	*45.2	1.3	52	31	77	7	13.4
Davis and Elkins College (1)	42.5	38.7	33.3	27.2	—	*36.3	—	46	37	46	2	12.1
Ohio Valley College (1)	+	33.4	+	—	—	*33.4	-0.9	11	36	100	31	6.0
BA+												
Alderson Broaddus College (1)	42.4	34.1	31.5	—	—	*33.7	3.5	51	53	51	14	12.5
Charleston Area Medical Center School of Cytotechn (3)	—	—	—	—	—	—	—	—	—	—	—	—
Salem-Teikyo University (1)	46.2	37.9	33.7	28.8	—	35.3	—	40	43	23	11	6.6
The College of West Virginia (1)	46.4	37.3	35.8	33.5	—	*38.1	4.1	29	59	—	44	7.7
University of Charleston (1)	47.5	44.0	39.4	36.2	—	*40.0	9.2	70	63	—	9	9.2
West Virginia Wesleyan College (1)	50.6	43.4	38.9	—	—	*43.0	—	81	40	62	—	12.0
Wheeling Jesuit University (1)	49.2	44.2	35.3	34.4	—	*39.4	—	73	37	48	11	9.2
WISCONSIN												
Public												
AA												
Blackhawk Technical College (1)	—	—	—	—	50.8	50.8	4.0	95	49	—	—	16.3
Chippewa Valley Technical College (1)	—	—	—	—	50.3	50.3	5.3	152	45	—	16	17.4
College of the Menominee Nation (1)	—	—	—	—	33.8	33.8	-36	12	50	—	8	7.9
Fox Valley Technical College at Appleton (1)	—	—	—	—	52.6	52.6	3.6	199	47	—	30	16.7
Gateway Technical College (1)	—	—	—	—	54.7	54.7	9.8	262	59	—	—	16.2
Lac Courte Oreilles Ojibwa Community College (1)	—	—	—	—	26.8	26.8	11.2	15	60	—	—	8.8
Lakeshore Technical College (1)	—	—	—	—	51.1	51.1	-1.4	92	51	—	14	18.0
Madison Area Technical College (1)	—	—	—	—	57.9	57.9	2.8	397	47	—	—	20.8
Mid-State Technical College (1)	—	—	—	—	48.5	48.5	-0.7	77	48	—	8	16.7
Milwaukee Area Technical College (1)	—	—	—	—	63.6	63.6	2.9	597	48	—	—	22.3
Moraine Park Technical College (1)	—	—	—	—	51.1	51.1	2.0	125	38	—	10	16.1
Nicolet Area Technical College (1)	—	—	—	—	50.7	50.7	8.2	75	49	100	6	17.5
Northcentral Technical College (1)	—	—	—	—	49.2	49.2	-2.8	157	43	—	—	13.4
Northeast Wisconsin Technical College (1)	—	—	—	—	52.7	52.7	4.5	176	45	—	14	18.1
Southwest Wisconsin Technical College (1)	—	—	—	—	43.2	43.2	-1.3	71	54	—	20	16.4
University of Wisconsin Colleges (1)	54.8	45.0	37.6	—	—	46.6	4.4	268	31	85	0	13.9
Waukesha County Technical College (1)	—	—	—	—	55.1	55.1	2.5	157	43	—	—	17.5
Western Wisconsin Technical College (1)	—	—	—	—	46.8	46.8	1.1	184	51	79	5	9.8
Wisconsin Indianhead Technical College (1)	—	—	—	—	43.3	43.3	-1.7	151	40	100	3	13.8
BA+												
University of Wisconsin-Eau Claire (1)	60.2	48.8	42.3	37.1	—	51.5	—	356	35	75	1	14.7
University of Wisconsin-Green Bay (1)	58.8	48.8	42.4	35.9	—	*48.0	0.7	163	37	58	0	14.1
University of Wisconsin-La Crosse (1)	60.8	51.5	45.0	36.6	—	*50.9	—	332	36	67	2	14.6
University of Wisconsin-Oshkosh (1)	63.2	51.0	44.9	34.5	—	*49.5	—	355	37	56	1	14.4
University of Wisconsin-Parkside (1)	63.2	51.2	42.8	33.7	—	50.7	—	149	35	62	2	14.7
University of Wisconsin-Platteville (1)	62.4	48.5	43.2	36.5	—	52.6	3.8	210	25	64	1	15.0
University of Wisconsin-River Falls (1)	57.5	46.3	42.8	38.5	—	51.3	2.7	210	34	78	3	14.7
University of Wisconsin-Stevens Point (1)	61.5	49.2	41.1	37.2	—	*53.0	—	305	32	74	2	15.0
University of Wisconsin-Stout (1)	59.5	48.3	43.4	36.2	—	50.9	4.5	270	34	68	1	14.7
University of Wisconsin-Superior (1)	57.4	47.8	40.8	—	—	*49.9	4.4	103	29	64	3	14.3
University of Wisconsin-Whitewater (1)	63.8	51.4	43.0	37.4	—	*50.6	—	363	40	60	1	14.6

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	Chng. (%)	# Of Fac. (#)	Fem. (%)	Ten. (%)	11/12 (%)	Avg. Bene. ($)
DOCTORAL												
University of Wisconsin-Madison (1)	85.1	66.4	55.9	48.7	—	*75.3	—	1,212	27	77	13	18.5
University of Wisconsin-Milwaukee (1)	73.3	57.5	50.1	39.5	—	60.5	3.2	715	36	73	5	16.3
Private												
BA												
Bellin College of Nursing (1)	—	+	45.5	—	—	*45.5	—	15	100	—	—	11.9
Beloit College (1)	65.2	49.1	41.2	—	—	52.1	—	97	35	57	—	12.2
Lawrence University (1)	66.4	51.2	41.6	33.1	—	*51.1	2.4	123	33	59	—	9.8
Milwaukee Institute of Art Design (1)	49.4	41.9	36.9	—	—	*43.4	—	28	39	0	—	10.1
Mount Senario College (1)	+	32.4	27.7	—	—	*29.7	0.8	32	41	—	—	8.3
Northland College (1)	49.0	39.0	33.9	—	—	*41.2	-0.7	43	23	53	—	10.0
Ottawa University-Milwaukee (1)	—	—	—	—	—	—	—	—	—	—	100	—
Ripon College (1)	53.2	43.2	34.3	—	—	*47.6	1.7	61	30	80	—	12.7
Wisconsin Lutheran College (1)	51.6	42.9	36.4	35.0	—	*40.1	2.9	39	33	—	—	12.3
BA+												
Alverno College (1)	45.7	36.3	30.5	—	—	35.3	1.6	106	75	74	1	8.4
Carroll College (1)	51.4	47.6	40.8	29.8	—	43.9	2.4	88	36	61	10	12.1
Carthage College (1)	57.5	48.0	39.2	26.6	—	*47.1	—	91	27	51	—	13.1
Concordia University-Wisconsin (1)	52.2	48.4	45.5	35.3	—	*44.8	2.1	95	47	1	—	12.0
Edgewood College (1)	49.2	41.2	35.6	32.2	—	41.6	0.7	74	45	57	1	10.0
Lakeland College (1)	52.2	44.5	39.3	28.6	—	*41.8	6.1	42	40	52	5	9.5
Maranatha Baptist Bible College Inc (1)	37.0	29.6	26.6	—	—	*30.3	—	32	25	—	—	11.6
Marian College of Fond Du Lac (1)	52.0	41.4	35.7	28.6	—	*39.5	0.2	59	44	53	11	8.9
Milwaukee School of Engineering (1)	56.5	49.7	47.9	38.4	—	*52.0	4.8	109	23	—	7	12.3
Mount Mary College (1)	49.0	40.7	33.1	32.1	—	*39.0	1.9	71	83	68	7	5.9
Nashotah House (1)	—	—	—	—	—	—	—	—	—	—	100	—
Sacred Heart School of Theology (1)	51.9	42.7	38.6	—	—	*44.1	—	13	8	—	13	6.5
Saint Norbert College (1)	61.3	49.2	42.6	—	—	*48.3	—	100	27	80	—	14.7
Silver Lake College (1)	47.6	37.9	+	26.3	—	*37.5	5.7	16	69	—	20	7.2
Viterbo College (1)	51.1	43.6	36.5	31.5	—	*39.5	—	83	53	46	—	8.7
DOCTORAL												
Cardinal Stritch University (1)	48.9	41.0	36.0	—	—	*39.8	—	87	69	13	14	6.9
Marquette University (1)	75.5	57.9	47.3	—	—	59.4	3.7	414	26	71	13	16.6
Wisconsin School of Professional Psychology (1)	—	—	—	—	—	—	—	—	—	—	100	—
WYOMING												
Public												
AA												
Casper College (1)	—	—	—	—	36.2	36.2	0.7	131	40	71	5	10.1
Central Wyoming College (1)	37.2	+	29.1	26.4	—	*32.0	3.4	42	48	—	—	8.3
Eastern Wyoming College (1)	—	—	—	—	32.4	32.4	5.2	34	38	68	8	8.9
Laramie County Community College (1)	—	—	—	—	34.8	34.8	-0.4	63	40	—	5	9.3
Northwest Community College (1)	42.0	37.1	32.6	26.9	—	*33.2	—	84	36	68	—	9.5
Sheridan College (1)	—	—	—	—	34.5	34.5	2.2	71	55	63	3	9.4
Western Wyoming Community College (1)	49.2	40.6	32.6	28.4	—	*33.2	—	60	55	—	3	10.3
DOCTORAL												
University of Wyoming (1)	61.8	49.1	44.0	35.3	—	50.5	4.6	502	31	65	17	11.9

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